

## Building Customer Loyalty through Trust and Satisfaction: The Role of Service Quality and Product Value in the Digital Banking Era

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### Abstract

*This study aims to analyze the influence of e-service quality and product value on e-trust and e-satisfaction, and their effect on the e-loyalty of BRImo application users, both directly and through e-trust and e-satisfaction as mediating variables. A quantitative survey approach was used, involving 180 BRImo customers aged 18-35 years at the BRI Bantaeng Lamalaka Unit branch office. Data were analyzed using Structural Equation Modeling (SEM) with AMOS. The results show that e-service quality and product value have a positive and significant effect on e-trust and e-satisfaction, but no significant direct effect on e-loyalty. E-trust and e-satisfaction have a positive and significant effect on e-loyalty, and both act as significant mediators in the relationship between e-service quality and product value on e-loyalty. These findings confirm that customer loyalty in digital banking is built through indirect mechanisms, making the strengthening of trust and satisfaction a key strategy for improving BRImo customer loyalty.*

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## Introduction

The rapid advancement of digital technology has fundamentally transformed the global banking industry, shifting financial services from conventional branch-based interactions toward integrated digital ecosystems that offer speed, accessibility, and convenience. Digital banking has become a strategic instrument for improving financial inclusion while enhancing operational efficiency and customer engagement. The increasing penetration of internet services, widespread smartphone adoption, and changing consumer lifestyles have accelerated customers' preference for digital financial transactions over traditional banking channels. In Indonesia, this transformation has been further reinforced by the rapid growth of digital financial inclusion, particularly among the productive-age population who increasingly rely on mobile applications for their daily financial activities. According to the Financial Services Mookerjee et al. (2025), digital banking adoption continues to expand as internet accessibility and digital literacy improve across the country. Similarly, McKinsey & Company reported that the COVID-19 pandemic significantly accelerated digital banking adoption throughout Southeast Asia, permanently changing customer expectations regarding banking services, convenience, and transaction security (Al Doghan & Mirzaliev, 2024; Adel, 2024).

As competition among financial institutions intensifies, digital banking applications are no longer viewed merely as complementary service channels but have become the primary interface through which banks establish and maintain relationships with customers. Consequently, the sustainability of digital banking services depends not only on technological innovation but also on the ability of banks to deliver superior service experiences that foster customer trust, satisfaction, and long-term loyalty. Customers increasingly expect digital banking platforms to provide reliable, secure, responsive, and user-friendly services while

offering value that exceeds the costs and risks associated with digital transactions. Therefore, banks must continuously improve both service quality and product value to maintain their competitive advantage in an increasingly digital financial environment.

PT Bank Rakyat Indonesia (Persero) Tbk has responded to these developments through the continuous enhancement of BRIimo, an integrated digital banking super application that combines various financial services, including fund transfers, bill payments, QRIS transactions, online account opening, investment features, and other digital financial ecosystem services. This digital transformation has produced remarkable growth in customer adoption. Internal company data indicate that BRIimo users increased from approximately 10.2 million in 2019 to 34.8 million in 2024, while transaction values expanded dramatically from Rp210 trillion to Rp1,620 trillion during the same period. These figures demonstrate the successful expansion of BRIimo as one of Indonesia's leading digital banking platforms. Nevertheless, quantitative growth in users and transaction volumes alone cannot guarantee sustainable customer relationships. Maintaining long-term customer loyalty requires banks to continuously strengthen customer perceptions regarding service quality, product value, trust, and satisfaction, including at regional branches such as the BRI Bantaeng Branch, Lamalaka Unit, where most BRIimo users belong to the highly active digital generation aged between 18 and 35 years.

Despite the substantial increase in digital banking utilization, customer loyalty remains one of the greatest challenges for banking institutions. The availability of numerous competing digital banking platforms enables customers to switch providers with relatively low switching costs whenever they perceive better service experiences elsewhere. Consequently, retaining existing customers has become equally important as acquiring new users. Previous studies emphasize that trust is one of the most critical determinants influencing customers' willingness to continue using digital banking services because financial transactions inherently involve perceived risks related to privacy, cybersecurity, and transaction reliability (Pasape, 2022; Al-Kfairy et al., 2024; Ingriana, 2025). Furthermore, customer satisfaction has consistently been recognized as a central mechanism through which service quality influences customer loyalty (Imam & Khan, 2025). According to Setiono & Hidayat (2022), service quality encompasses dimensions such as reliability, responsiveness, assurance, empathy, and tangibles that collectively shape customers' overall service perceptions. Meanwhile, product value reflects customers' assessment of the balance between the benefits received and the sacrifices incurred during service consumption. Together, these constructs provide an important theoretical foundation for explaining customer behavior in digital banking environments.

Although extensive research has investigated customer loyalty within digital banking, several theoretical and empirical gaps remain unresolved. Most previous studies primarily examine service quality as the dominant antecedent of customer satisfaction and loyalty, while product value is frequently incorporated implicitly within perceived quality rather than operationalized as a distinct construct (Tadjokusumo & Murhadi, 2023; Singh et al., 2023; Alzaydi, 2024). Consequently, the independent contribution of product value in shaping customer trust, satisfaction, and loyalty remains insufficiently understood. Furthermore, empirical evidence examining the simultaneous mediating roles of both e-trust and e-satisfaction remains relatively limited. Existing studies generally investigate either trust or satisfaction separately, leaving uncertainty regarding how these two psychological mechanisms interact to translate customers' evaluations of digital service quality and product value into enduring loyalty (Hipólito et al., 2025; Reyes et al., 2025; Hult et al. 2022). In addition, previous investigations have predominantly focused on customers located in large metropolitan areas where digital infrastructure and technological readiness are relatively advanced. Comparatively little

attention has been devoted to customers in semi-urban and rural districts whose digital literacy, perceived risks, and service expectations may differ substantially from those of urban populations. These contextual differences may influence how customers evaluate digital banking services and develop long-term loyalty, thereby limiting the generalizability of previous findings.

Addressing these research gaps is particularly important for Indonesian banking institutions that continue expanding digital services beyond major cities to reach broader customer segments (Jameaba, 2022; Pradhipta et al., 2025; Rujitoningtyas et al., 2024). Understanding the mechanisms through which e-service quality and product value influence customer loyalty can assist banks in designing more effective digital service strategies that strengthen customer retention in increasingly competitive markets. Moreover, investigating these relationships within the context of the BRI Bantaeng Branch, Lamalaka Unit provides valuable empirical evidence regarding customer behavior in regional banking markets, where digital banking adoption continues to grow alongside improvements in digital infrastructure and financial inclusion.

Based on these considerations, this study aims to develop and empirically test an integrated conceptual model examining the effects of e-service quality and product value on BRIimo customer e-loyalty, both directly and indirectly through the mediating roles of e-trust and e-satisfaction (Obeidat et al., 2023; Riad et al., 2024; Oyewobi et al., 2025). By integrating these constructs into a single structural model, this research seeks to extend the literature on digital banking loyalty by providing a more comprehensive understanding of the mechanisms underlying customer retention in digital financial services. Practically, the findings are expected to provide strategic recommendations for PT Bank Rakyat Indonesia in strengthening customer trust, enhancing customer satisfaction, and fostering sustainable customer loyalty toward the BRIimo application, particularly within branch-level operations serving regional communities.

## **Method**

### **Research Design**

This study employed a quantitative research approach using an explanatory research design to examine the causal relationships among e-service quality, product value, e-trust, e-satisfaction, and e-loyalty in the context of digital banking. The study was designed to test both direct and indirect relationships among the proposed constructs through hypothesis testing based on an integrated conceptual model. A cross-sectional survey design was adopted, whereby data were collected from respondents at a single point in time using a structured questionnaire. This design was considered appropriate because the study aimed to explain the causal mechanisms underlying customer loyalty toward the BRIimo mobile banking application rather than to observe changes over time. Structural Equation Modeling (SEM) with Analysis of Moment Structures (AMOS) version 26 was employed to simultaneously evaluate the measurement model and the structural relationships among the latent variables.

### **Research Setting and Population**

The study was conducted at the BRI Bantaeng Branch, Lamalaka Unit, South Sulawesi, Indonesia. This branch was selected because it represents one of the regional banking units experiencing a substantial increase in BRIimo adoption while serving customers with varying levels of digital literacy. Data collection was carried out over approximately three months, covering questionnaire distribution, data verification, coding, statistical analysis, and interpretation of findings.

The target population comprised all active BRI<sub>mo</sub> users aged between 18 and 35 years who were registered as customers of the BRI Bantaeng Branch, Lamalaka Unit. This age group was selected because it represents the dominant segment of digital banking users and demonstrates a high level of technology adoption and smartphone utilization in conducting financial transactions.

### **Sample and Sampling Technique**

The sample size was determined based on the recommendations of Hair et al. (2021), who suggest that Structural Equation Modeling requires a minimum sample ranging from five to ten observations for each estimated indicator, with an overall sample of 100–200 respondents generally considered adequate for models of moderate complexity. Since the research model consisted of approximately 23 observed indicators measuring five latent constructs, a final sample of 180 respondents was considered sufficient to achieve stable parameter estimation and adequate statistical power.

Respondents were selected using purposive sampling, a non-probability sampling technique that allows researchers to obtain information from individuals who meet predetermined criteria relevant to the research objectives. To be included in the study, respondents were required to (1) be registered customers of BRI Bantaeng Branch, Lamalaka Unit, (2) actively use the BRI<sub>mo</sub> application for banking transactions, (3) be between 18 and 35 years of age, and (4) have used BRI<sub>mo</sub> for at least six months to ensure that they possessed sufficient experience to evaluate the application's service quality, value, trustworthiness, satisfaction, and loyalty.

### **Data Collection Procedure**

Primary data were collected using a structured self-administered questionnaire distributed directly to eligible BRI<sub>mo</sub> users. Before the main survey, the questionnaire was reviewed to ensure clarity of wording, relevance of measurement items, and ease of respondent comprehension. Participation was voluntary, and respondents were informed that all information would remain confidential and would be used solely for academic research purposes.

The questionnaire consisted of two sections. The first section collected respondents' demographic information, including gender, age, educational background, duration of being a BRI customer, and frequency of BRI<sub>mo</sub> usage. The second section measured the research constructs using multiple-item scales adapted from well-established studies in digital banking and marketing literature.

### **Measurement of Variables**

Five latent variables were investigated in this study. Electronic Service Quality (E-Service Quality) served as the first exogenous variable and was measured using the dimensions of reliability, responsiveness, efficiency, fulfillment, and personal service adapted from E-S-QUAL developed by Parasuraman, Zeithaml, and Malhotra (2005). Product Value was measured through customers' perceptions of the functional, emotional, social, epistemic, and conditional value obtained from using BRI<sub>mo</sub>.

The mediating variables consisted of E-Trust and E-Satisfaction. E-Trust refers to customers' confidence in the security, reliability, and integrity of the BRI<sub>mo</sub> application when conducting digital financial transactions, whereas E-Satisfaction reflects customers' overall evaluation of their experience after using the application. The endogenous variable, E-Loyalty, represents customers' intention to continue using BRI<sub>mo</sub>, recommend the application to others, and maintain long-term relationships with the bank.

All measurement items employed a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"), where higher scores indicated stronger agreement with each statement.

## Data Analysis

Data analysis was conducted using IBM SPSS Statistics for preliminary statistical analysis and AMOS version 26 for Structural Equation Modeling. The analysis began with descriptive statistics to summarize respondents' demographic characteristics and describe the distribution of each research variable.

Subsequently, the measurement model was evaluated through Confirmatory Factor Analysis (CFA) to assess construct validity and reliability. Convergent validity was evaluated using standardized factor loadings, Average Variance Extracted (AVE), and Composite Reliability (CR), while discriminant validity was examined by comparing the square root of AVE with the correlations among latent variables. Internal consistency reliability was assessed using Composite Reliability and Cronbach's Alpha coefficients.

Before testing the structural model, the assumptions of SEM including multivariate normality, multicollinearity, and the absence of significant outliers were examined. The overall model fit was evaluated using multiple goodness-of-fit indices recommended by Hair et al. (2022) and Byrne (2016), including Chi-square ( $\chi^2$ ), Chi-square/degrees of freedom (CMIN/DF), Root Mean Square Error of Approximation (RMSEA), Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), and probability value (p-value). A model was considered acceptable when the majority of these indices satisfied their recommended threshold values.

The structural model was subsequently tested to evaluate the proposed hypotheses. Direct effects among constructs were examined using standardized regression coefficients, Critical Ratio (CR), and p-values. Statistical significance was determined at the 5% significance level ( $p < 0.05$ ). Finally, mediation analysis was performed to examine the indirect effects of e-service quality and product value on e-loyalty through e-trust and e-satisfaction. The significance of indirect effects was assessed using the bootstrapping procedure implemented in AMOS, enabling the determination of whether the mediating variables partially or fully mediated the proposed relationships.

## Result and Discussion

### Respondent Characteristics

This study involved 180 respondents who are BRImo users at the BRI Bantaeng Branch, Lamalaka Unit. The respondents' characteristics are summarized in Table 1.

Table 1. Respondent Characteristics

| Characteristics            | category    | Frequency | Percentage (%) |
|----------------------------|-------------|-----------|----------------|
| Gender                     | Male        | 90        | 50,0           |
|                            | Women       | 90        | 50,0           |
| Age                        | < 19 years  | 15        | 8,3            |
|                            | 19-25 years | 76        | 42,2           |
|                            | 26-35 years | 44        | 24,4           |
|                            | 36-45 years | 29        | 16,1           |
|                            | > 60 years  | 16        | 8,9            |
|                            |             |           |                |
| Highest Level of Education | SMP         | 18        | 10,0           |
|                            | SMA/SMK     | 86        | 47,8           |

|                               |           |     |      |
|-------------------------------|-----------|-----|------|
|                               | D3        | 33  | 13,3 |
|                               | S1        | 37  | 20,6 |
|                               | S2        | 6   | 3,3  |
| Length of Times as a Customer | < 1 years | 16  | 8,9  |
|                               | 1-3 years | 52  | 28,9 |
|                               | 4-6 years | 61  | 33,9 |
|                               | > 6 years | 51  | 28,3 |
| Frequency of BRImo Use        | Every Day | 79  | 43,9 |
|                               | Weekly    | 54  | 30,0 |
|                               | Monthly   | 31  | 17,2 |
|                               | Rarely    | 16  | 8,9  |
| Total Respondents             |           | 180 | 100  |

*Sumber: Processed primary data (2026)*

The composition of respondents by gender was relatively balanced between men and women. In terms of age, the 19–25 age group dominated, indicating that the majority of BRImo customers at this branch are digital natives who are more adaptable to technology. Most respondents have a high school or vocational high school education, have been customers for 4–6 years, and use BRImo every day, indicating that this digital service has become an important part of customers' daily financial transactions.

### **Structural Model Evaluation (Goodness of Fit)**

The structural model was tested using SEM with AMOS. The initial model did not meet all goodness-of-fit criteria; therefore, the model was modified by adjusting the correlations among indicator errors according to the modification indices, without altering the meaning of the relationships among the variables.

Table 2. Evaluation of the Goodness of Fit for the Structural Model (Final Model)

| <b>Goodness of Fit Index</b> | <b>Cut-off Value</b> | <b>Model Results</b> | <b>Description</b> |
|------------------------------|----------------------|----------------------|--------------------|
| Chi-Square                   | Expected to be small | 257,829 (< 220,991)  | Okay               |
| Probability                  | $\geq 0,05$          | 0,001                | Okay               |
| CMIN/DF                      | $\leq 2,00$          | 1,371                | Okay               |
| RMSEA                        | $\leq 0,08$          | 0,046                | Okay               |
| GFI                          | $\geq 0,90$          | 0,892                | Marginal           |
| AGFI                         | $\geq 0,90$          | 0,841                | Marginal           |
| TLI                          | $\geq 0,94$          | 0,988                | Okay               |
| CFI                          | $\geq 0,94$          | 0,991                | Okay               |

*Sumber: Hair (2026); Arbuckle (1997); processed primary data (2026)*

Of the eight goodness-of-fit criteria tested, five (Chi-Square, RMSEA, CMIN/DF, TLI, and CFI) met the required cutoff values, while GFI and AGFI fell into the marginal category. The probability values that did not meet the 0.05 threshold are understandable given that the study sample size exceeded 180 respondents with more than 23 indicators, making it statistically difficult to achieve such non-significant probability criteria. Overall, the model can be considered to fit the data and is suitable for further analysis.

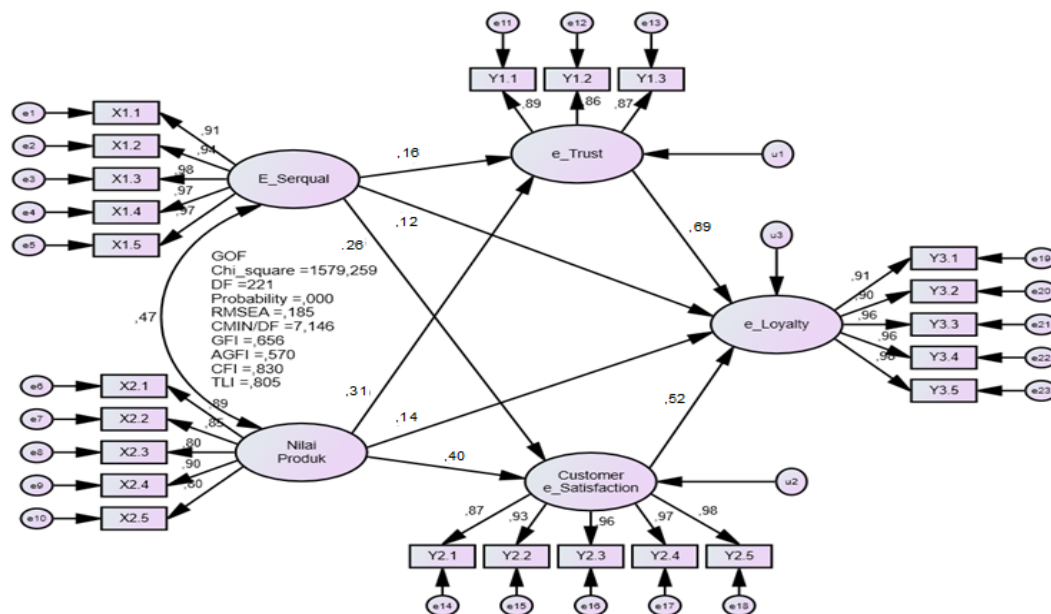


Figure 1. Final Structural Model of the Relationships Among Variables

## Hypothesis Testing

Hypothesis testing was conducted by examining the critical ratio (CR) and p-value for each path coefficient; a relationship was considered significant if the p-value was less than 0.05. The results of the direct effect tests are presented in Table 3, while the results of the indirect effect (mediation) tests are presented in Table 4.

Table 3. Hypothesis Testing-Direct Effect

| Hypotesis | Independent Variables | Dependent Variable | Coefficient (β) | CR     | P-value | Description |
|-----------|-----------------------|--------------------|-----------------|--------|---------|-------------|
| H1        | E-Service Quality     | E-Trust            | 0,307           | 2,341  | 0,031   | Accepted    |
| H2        | E-Service Quality     | E-Satisfaction     | 0,221           | 3,221  | 0,001   | Accepted    |
| H3        | Product Value         | E-Trust            | 0,353           | 13,653 | < 0,001 | Accepted    |
| H4        | Product Value         | E-Satisfaction     | 0,460           | 6,285  | < 0,001 | Accepted    |
| H5        | E-Service Quality     | E-Loyalty          | 0,111           | 1,738  | 0,082   | Rejected    |
| H6        | Product Value         | E-Loyalty          | 0,134           | 0,875  | 0,382   | Rejected    |
| H7        | E-Trust               | E-Loyalty          | 0,713           | 5,652  | < 0,001 | Accepted    |
| H8        | E-Satisfaction        | E-Loyalty          | 0,682           | 7,017  | < 0,001 | Accepted    |

Source: Processed primary data (2026)

Table 4. Hypothesis Testing-Indirect Effect

| Hypothesis | Independent Variables | Dependent Variable | Mediator       | Coefficient | p-value | Description |
|------------|-----------------------|--------------------|----------------|-------------|---------|-------------|
| H9         | E-Service Quality     | E-Loyalty          | E-Trust        | 0,219       | 0,031   | Accepted    |
| H10        | Product Value         | E-Loyalty          | E-Trust        | 0,252       | < 0,001 | Accepted    |
| H11        | E-Service Quality     | E-Loyalty          | E-Satisfaction | 0,151       | 0,004   | Accepted    |
| H12        | Product Value         | E-Loyalty          | E-Satisfaction | 0,314       | < 0,001 | Accepted    |

Source: Processed primary data (2026)

Of the eight hypothesized direct effect pathways, six were found to be significant and two were not significant, while all four indirect effect pathways were found to be significant.

### E-Service Quality as the Foundation of Trust and Satisfaction in Digital Banking

The findings reinforce the strategic role of e-service quality as a foundational capability through which digital banking institutions cultivate relational outcomes rather than immediate behavioral outcomes. In digital financial services, customers interact primarily with technological interfaces instead of frontline employees, shifting the locus of service evaluation from interpersonal encounters to system performance. Consequently, customers develop trust and satisfaction through repeated experiences with system reliability, transaction accuracy, responsiveness, security, and ease of navigation. This perspective extends the SERVQUAL framework proposed by (Naimi et al., 2022; Mir et al., 2023; Palamidovska et al., 2025) into the digital banking environment, where service quality becomes an organizational capability embedded within technological infrastructure rather than merely an operational function. From a management perspective, this finding suggests that investments in digital service quality should not be evaluated solely by their immediate contribution to customer retention, but by their ability to create favorable psychological conditions that encourage customers to maintain long-term relationships with the bank.

More importantly, the present study suggests that customers evaluate digital banking quality holistically rather than through isolated service encounters. A technically reliable application that frequently experiences system interruptions, delayed responses, or inconsistent transaction confirmations undermines customers' confidence regardless of the breadth of financial services offered (Gnewuch et al., 2022; Hatami et al., 2024; Ugwueze & Chukwunweike, 2024). Therefore, managers should recognize that digital service quality functions as a trust-building mechanism that gradually reduces uncertainty associated with electronic financial transactions. This interpretation aligns with the relationship marketing perspective, which argues that trust develops through consistent organizational performance rather than through isolated service excellence. The findings therefore imply that continuous improvements in system stability, cybersecurity, transaction transparency, and customer support should be viewed as long-term strategic investments in customer relationship management rather than as operational cost centers.

The findings also indicate that customer satisfaction emerges as an accumulated evaluation of the digital banking experience rather than a simple reaction to individual service encounters. Satisfaction reflects whether customers perceive that BRImo consistently fulfills their expectations throughout the entire service journey from logging into the application and completing transactions to resolving potential service problems. Consequently, managers should move beyond conventional service quality metrics toward customer journey management that integrates technological performance, interface usability, and post-transaction support into a seamless digital experience (Al-Araj et al., 2022; Yum & Yoo, 2023; Chang et al., 2024). Such an integrated approach is particularly important because satisfaction in digital banking is increasingly shaped by the continuity and consistency of customer experiences across multiple interactions rather than by isolated episodes of successful service delivery.

### **Product Value as a Strategic Driver of Customer Relationship Quality**

The stronger influence of product value on both trust and satisfaction demonstrates that customers evaluate digital banking applications not merely according to how well services are delivered, but according to whether those services generate meaningful value in their financial lives. This distinction is strategically important because service quality reflects organizational performance, whereas product value reflects customers' subjective assessment of the benefits obtained relative to the effort, time, and risks involved in using the application (Kim et al., 2025; Gehring et al., 2026; Pham, 2026). The implication is that even highly efficient digital services may fail to strengthen customer relationships if users perceive that competing banking applications provide superior functional or emotional value.

This finding broadens current understanding of customer value creation in digital banking by emphasizing that value extends beyond transactional efficiency. Customers increasingly expect digital banking applications to simplify financial management, provide personalized services, facilitate convenient payment ecosystems, and support broader financial decision-making (Sondinti & Reddy, 2022; Rysin et al., 2022; Kasturi, 2023). These expectations illustrate the transition of banking competition from product-centered competition toward ecosystem-centered competition. Digital banking applications therefore compete not only through technological sophistication but also through their capacity to integrate customers' everyday financial activities into a cohesive digital ecosystem. Banks that continuously innovate through value-added services including digital investment products, budgeting tools, personalized financial recommendations, and integrated payment solutions are likely to strengthen customers' perceptions of product value more effectively than institutions relying solely on technological improvements.

From a strategic management perspective, these findings indicate that managers should avoid interpreting product innovation as simply introducing new digital features (Nagaraj, 2022; Wang et al., 2022; Olsson & Bosch, 2025). Instead, innovation should focus on enhancing customer-perceived value by solving practical financial problems and improving customers' quality of financial life. Such a customer-centric orientation enables banks to differentiate themselves in highly competitive digital markets where technological capabilities are increasingly easy to imitate. Sustainable competitive advantage therefore depends less on possessing advanced technology than on translating technology into meaningful customer value.

## **Customer Loyalty Cannot Be Engineered Through Service Quality Alone**

One of the most theoretically important contributions of this study is the absence of significant direct relationships between e-service quality, product value, and e-loyalty. Although conventional service management literature often assumes that superior service quality naturally leads to customer loyalty, the present findings suggest that such an assumption is insufficient within contemporary digital banking environments. Digital banking customers operate in highly competitive markets characterized by minimal switching barriers, multiple service alternatives, and rapidly changing technological innovations. Under these conditions, superior service quality represents a basic competitive requirement rather than a sufficient condition for securing customer loyalty.

This finding challenges a simplistic interpretation of loyalty formation by demonstrating that organizational capabilities and customer behaviors are separated by important psychological mechanisms. Customers may recognize that a digital banking application performs efficiently and offers valuable services while simultaneously remaining willing to adopt competing applications that provide similar experiences. Consequently, loyalty cannot be interpreted merely as a rational response to functional service performance. Rather, loyalty represents a deeper relational commitment that develops only after customers internalize positive experiences into enduring trust and satisfaction. This interpretation is consistent with (Bourdeau et al., 2024; Castaldo, 2024; Samah & Ghazouani, 2025) multidimensional loyalty framework, which conceptualizes loyalty as an evolving psychological process rather than an immediate behavioral consequence of service performance.

For practitioners, the implication is substantial. Many banks continue to allocate considerable resources toward improving application performance, expanding digital features, and increasing transaction speed while if these initiatives will automatically increase customer retention. The present findings indicate that these investments may produce only limited loyalty outcomes unless accompanied by deliberate efforts to strengthen customers' emotional confidence and overall service satisfaction. Digital transformation strategies should therefore balance technological excellence with relationship-building initiatives capable of creating stronger emotional connections between customers and financial institutions.

## **Trust and Satisfaction as Strategic Relationship Assets**

The findings position e-trust and e-satisfaction as strategic relational assets that transform operational excellence into sustainable customer loyalty. In digital banking, customers inevitably encounter uncertainty because financial transactions involve privacy concerns, cybersecurity risks, and the absence of face-to-face interactions. Trust therefore becomes a mechanism through which customers reduce perceived uncertainty and develop confidence that the institution will consistently safeguard their financial interests. Rather than representing a passive psychological state, trust functions as an organizational asset generated through transparent communication, reliable system performance, ethical governance, and consistent service delivery.

The stronger influence of e-trust compared with e-satisfaction also highlights the distinctive characteristics of digital financial services. Unlike many consumer services where satisfaction alone may encourage repeat purchasing, banking transactions require customers to transfer sensitive financial information and monetary assets through digital platforms. Consequently, customers prioritize institutional credibility before evaluating experiential satisfaction. This observation supports the broader relationship marketing literature, which identifies trust as the cornerstone of enduring customer relationships because it lowers perceived risk and

strengthens commitment over time (Badrinarayanan & Ramachandran, 2024; Lasrado et al., 2023).

Satisfaction nevertheless remains indispensable because it reinforces customers' confidence through accumulated positive experiences. Trust may motivate customers to initiate digital transactions, but repeated satisfaction encourages customers to maintain and deepen those relationships over time. Managers should therefore avoid treating trust and satisfaction as interchangeable constructs. Trust should be strengthened through investments in cybersecurity, system reliability, privacy protection, and transparent governance, whereas satisfaction should be enhanced through superior user experience, responsive customer support, intuitive interface design, and continuous service improvements. Managing these two relational assets simultaneously provides a more sustainable pathway toward customer retention than focusing exclusively on technological innovation.

### **The Strategic Importance of Dual Mediation in Digital Banking Loyalty**

Perhaps the most significant theoretical implication of this study lies in demonstrating that both e-trust and e-satisfaction fully mediate the relationships between organizational capabilities and customer loyalty. This dual mediation mechanism advances digital banking literature by illustrating that loyalty develops through sequential psychological processes rather than direct organizational interventions. In other words, banks cannot directly create loyal customers through improvements in service quality or product value alone. Instead, these organizational resources first shape customers' relational evaluations before influencing their long-term behavioral intentions.

This integrated perspective contributes to management theory by connecting service quality management, customer value creation, relationship marketing, and digital banking within a unified explanatory framework (Mukhtar et al., 2023; Rosak et al., 2024). Previous studies have frequently examined trust or satisfaction independently; however, the present findings demonstrate that both constructs operate simultaneously as complementary relational mechanisms. Trust reduces customers' perceptions of uncertainty, whereas satisfaction confirms that customers' expectations have been fulfilled through repeated service experiences. Together, these mechanisms transform operational performance into sustainable customer loyalty.

The managerial implications are equally important. Digital banking strategies should move beyond technology-oriented performance indicators such as application downloads, transaction volume, or feature utilization rates. While these indicators reflect operational success, they provide only limited insight into the relational quality of customer-bank interactions. Managers should instead incorporate trust-based and satisfaction-based performance metrics into strategic evaluation systems, including perceived security, confidence in digital transactions, customer experience quality, and relationship strength. Such metrics offer a more accurate assessment of whether digital transformation initiatives are genuinely contributing to long-term customer retention.

This study demonstrates that sustainable competitive advantage in digital banking is not created merely through superior technological capabilities but through the organization's ability to convert those capabilities into enduring customer relationships. As digital banking services become increasingly standardized and technological innovations are rapidly replicated across competitors, relational assets such as trust and satisfaction become the primary sources of differentiation. Consequently, the future of digital banking competition will depend less on who possesses the most advanced technology and more on who most effectively transforms

technological excellence into trusted, valuable, and satisfying customer experiences that ultimately foster lasting customer loyalty.

## Conclusion

This study analyzes the influence of E-Service Quality and Product Value on E-Loyalty among BRImo users, both directly and through E-Trust and E-Satisfaction as mediating variables, among 180 BRI customers at the Bantaeng Branch, Lamalaka Unit. The results show that E-Service Quality and Product Value have a positive and significant effect on E-Trust and E-Satisfaction, but do not have a significant direct effect on E-Loyalty. Conversely, E-Trust and E-Satisfaction were found to have a positive and significant effect on E-Loyalty and act as significant mediators in the relationship between E-Service Quality and Product Value and E-Loyalty. These findings confirm that customer loyalty to digital banking services is not directly shaped by service quality or product value alone, but rather through an indirect mechanism mediated by trust and satisfaction. In practical terms, BRI needs to prioritize strengthening customer trust through information transparency and system reliability, as well as enhancing satisfaction by improving the BRImo user experience, as key strategies for building sustainable customer loyalty in the era of digital banking. Future research is recommended to expand the model to include other variables such as brand image, customer engagement, or switching costs, as well as to broaden the geographic scope of the study to enhance the generalizability of the findings.

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