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## The Role of Customer Engagement and Brand Trust in Mediating the Influence of Community Relationship Management and Marketing Orientation on Customer Loyalty at Bank raya Indonesia

Shinta Rachmawati<sup>1</sup>, Yoga Aditia Pratama<sup>2</sup>

<sup>1</sup>Binus University, Jakarta, Indonesia, [shinta.rachmawati001@binus.ac.id](mailto:shinta.rachmawati001@binus.ac.id)

<sup>2</sup>Binus University, Jakarta, Indonesia, [yoga.pratama007@binus.ac.id](mailto:yoga.pratama007@binus.ac.id)

Corresponding Author: [shinta.rachmawati001@binus.ac.id](mailto:shinta.rachmawati001@binus.ac.id)<sup>1</sup>

**Abstract:** This study aims to analyze the factors influencing brand loyalty among customers of PT Bank Raya Indonesia Tbk, a digital bank undergoing strategic transformation amid intense competition in Indonesia's digital banking industry. By adopting and testing the research model of Wongsansukcharoen (2022), this paper investigates the impact of Community Relationship Management (CoRM) and Relationship Marketing Orientation (RMO) on Brand Loyalty, with Customer Engagement (CE) and Brand Trust (BT) as mediating variables. A quantitative approach using a cross-sectional survey of Bank Raya customers was employed. Data will be analyzed using Structural Equation Modelling (SEM) to test the proposed hypotheses. The findings are expected to provide strategic input for Bank Raya in designing effective loyalty programs for its unique and dynamic market segments, while also contributing theoretically to marketing literature in the context of digital banking in developing countries.

**Keywords:** Brand Loyalty, Brand Trust, Customer Engagement, Digital Banking, Relationship Marketing.

### INTRODUCTION

Indonesia's digital economy shows exponential growth, marked by a surge in digital banking transactions reaching IDR 5,570.49 trillion in May 2024, an increase of 10.82% year-on-year. The Financial Services Authority (OJK) defines a digital bank as an Indonesian legal entity bank that conducts its main business activities through electronic channels without physical offices other than the head office, or with limited physical offices (OJK, 2021). This regulation underscores the urgency for conventional banks to transform while opening opportunities for new players, intensifying competition in the sector. This acceleration is driven by fundamental changes in consumer behaviour, particularly among Generation Z, who are highly adaptive to financial technology (fintech) and strongly prefer digital banking services. Major players supported by large ecosystems, such as SeaBank (preferred by 57% of Gen Z), Bank Jago (36%), and Blu by BCA (26%), have successfully established their market positions. Competition is not only about feature innovation but also aggressive promotional strategies,

such as free transfer fees and various incentives, making customer loyalty a difficult commodity to sustain.

Within this competitive landscape, PT Bank Raya Indonesia Tbk (Bank Raya) emerges as an intriguing case study. Bank Raya has undergone a strategic transformation from Bank Agro into a fully digital bank positioned as the digital attacker of the BRI Group. Despite facing inherent challenges throughout its transformation process, Bank Raya has succeeded in recording positive financial performance (kumparanBISNIS, 2025). Financial reports indicate significant net profit growth, with net profit in the first quarter of 2025 reaching IDR 16.92 billion, an increase of 84.7% year-on-year (kumparanBISNIS, 2025).

Bank Raya's strategic uniqueness and differentiation lie in its focus on becoming a digital bank that serves diverse communities, supported by synergies within the BRI Group ecosystem. The company's evolving vision now aims to broadly empower digital communities (Bank Raya, 2023). Bank Raya actively promotes digital adoption through various products, including *Saku Bisnis*, which is designed to assist customers in managing their finances. This segment of digital customers represents a substantial market, given the vast potential for digitalization in Indonesia. However, behind this large market potential lies a significant challenge that forms the core urgency of this research. Many customers historically belong to underbanked groups or are new to digital banking services. They often experience difficulties in effectively managing digital finances. This condition creates a need for practical and accessible digital banking solutions that can address these challenges and foster long-term relationships. Without strong engagement, these general customers may easily switch to other services offering similar conveniences.

This situation implies that Bank Raya's current success is likely driven more by effective customer acquisition rather than long term retention. A business model that relies on acquisition within a segment inherently lacking loyalty can be likened to filling a "leaky bucket". Without a strong foundation of loyalty, such a model becomes unsustainable. Therefore, this study is crucial in identifying non-financial factors that can build strong brand loyalty among Bank Raya customers (Wongsansukcharoen, 2022).

Based on this description, this research aims to: a. Examine the effect of CoRM on Brand Loyalty. b. Examine the effect of RMO on Brand Loyalty. c. Examine the effect of CoRM and RMO on Customer Engagement. d. Examine the effect of CoRM and RMO on Brand Trust. e. Examine the effect of Customer Engagement and Brand Trust on Brand Loyalty. f. Examine the mediating roles of Customer Engagement and Brand Trust in the relationship between CoRM, RMO, and Brand Loyalty. This research is expected to provide strategic insights for Bank Raya in designing effective loyalty programs and optimizing community-oriented features to enhance customer engagement and trust. It also offers a replicable model for other digital banks targeting non-traditional market segments. Theoretically, the study extends the brand loyalty model Wongsansukcharoen (2022) within the context of digital banking in a developing country, contributing to the literature on relational marketing, community management, and consumer behaviour in the digital era, while enriching business and management research in Indonesia.

This research builds upon prior studies that have examined various aspects of customer loyalty. The primary reference is the study by Wongsansukcharoen (2022), which tested a model where Community Relationship Management (CoRM) and Relationship Marketing Orientation (RMO) influence brand loyalty through the full mediation of customer engagement and brand trust among customers of a commercial bank in Thailand. The findings indicated that CoRM and RMO indirectly affect brand loyalty via these mediators. This study aims to adopt and reexamine that model in a fundamentally different context: a fully digital bank with a focus on digital banking customers in Indonesia. Moreover, several studies conducted in Indonesia provide a strong and relevant foundation. In the e-commerce context, Pamungkas et al. (2025) found that satisfaction, trust, and customer engagement are significant antecedents of loyalty.

Similarly, research on banking applications in Indonesia highlights the crucial role of digital service quality as a primary driver of loyalty, either directly or via mediation through customer satisfaction (Sari & Trianasari, 2024). Further, Hidayat et al. (2021) confirmed that customer satisfaction and trust significantly influence the loyalty of mobile banking users. In the context of Islamic banking, Sampurna et al. (2022) found that service quality, digital banking, and CRM implementation significantly drive customer loyalty findings that are highly relevant to Bank Raya's ongoing transformation. To strengthen the conceptual basis of this study, the following key constructs are defined based on established theories and prior empirical evidence:

**a) Brand Loyalty**

Brand loyalty is defined as a deeply held commitment to consistently repurchase or repatronize a preferred product or service in the future (Oliver, 1999). It comprises two major dimensions: Attitudinal loyalty, which reflects emotional attachment and psychological commitment, and Behavioral loyalty, which refers to repeated purchase behavior (Dick & Basu, 1994). Research in the Indonesian banking context confirms that digital service quality and CRM implementation significantly enhance customer loyalty (Sampurna et al., 2022; Sari & Trianasari, 2024).

**b) Brand Trust**

Brand trust refers to a consumer's willingness to rely on a brand's ability to perform its stated functions (Chaudhuri & Holbrook, 2001). In the financial services industry, trust is particularly fundamental due to concerns over financial security and the protection of personal data (Gupta, 2019). Trust consistently emerges as a critical mediating variable linking marketing activities with desired outcomes such as satisfaction and loyalty (Jakman, 2024). Studies in Indonesia also show that brand trust significantly fosters long-term banking customer loyalty (Hidayat et al., 2021; Jannah et al., 2020; Lwin et al., 2016).

**c) Customer Engagement**

Customer engagement is defined as customer behavioral manifestations that go beyond transactions and are driven by intrinsic motivation (van Doorn et al., 2010). Engagement may include activities such as social media interaction, content sharing, and participation in brand communities (Zheng et al., 2022). In digital banking, engagement plays a vital role in strengthening customer-brand relationships and shaping loyalty outcomes.

**d) Relationship Marketing Orientation (RMO)**

RMO is a business philosophy that emphasizes maintaining and enhancing long-term relationships with existing customers (Anabila et al., 2012; Gummesson, 2004). Its foundation rests on core relational components including trust, commitment, communication, and mutual value creation (Ali et al., 2022). Within digital banking, strong RMO enhances customer involvement and trust-building mechanisms that ultimately support loyalty.

**e) Community Relationship Management (CoRM)**

CoRM is an evolution of traditional CRM, focusing not only on building relationships between firms and customers but also on facilitating and managing relationships among customers within a brand community (Wongsansukcharoen, 2022). The goal is to cultivate a sense of belonging and foster a mutually supportive ecosystem (McAlexander et al., 2002). Using the 4Cs framework (Lauterborn, 1990), Bank Raya's community-centered strategies can be mapped as follows: Customer/Consumer Solution: Providing customized solutions for community needs, such as the Saku Bisnis feature (ANTARA News Bengkulu, 2025). Cost: Offering affordable fee structures that align with the price sensitivity of various customer segments (Johnson et al., 2016). Convenience: Delivering seamless access through features

such as Saku Bareng (Cheng, 2017; Liputan6, 2025). Communication: Building two-way communication through community partnerships and social media activations (JogjaAja, 2025; kumparanBISNIS, 2025).

Based on the theoretical review and prior research, the conceptual framework of this study proposes that CoRM and RMO function as primary antecedents. The implementation of these strategies is expected to enhance Customer Engagement and Brand Trust, which subsequently serve as direct drivers of Brand Loyalty, referring to the model proposed by Wongsansukcharoen (2022). Research Hypotheses:

- H<sub>1</sub>: *Community Relationship Management (CoRM)* has a positive and significant effect on Customer Engagement.
- H<sub>2</sub>: Relationship Marketing Orientation (RMO) has a positive and significant effect on Customer Engagement.
- H<sub>3</sub>: Community Relationship Management (CoRM) has a positive and significant effect on Brand Trust.
- H<sub>4</sub>: Relationship Marketing Orientation (RMO) has a positive and significant effect on Brand Trust.
- H<sub>5</sub>: Customer Engagement has a positive and significant effect on Brand Loyalty.
- H<sub>6</sub>: Brand Trust has a positive and significant effect on Brand Loyalty.
- H<sub>7</sub>: Customer Engagement positively and significantly mediates the effect of CoRM on Brand Loyalty.
- H<sub>8</sub>: Brand Trust positively and significantly mediates the effect of CoRM on Brand Loyalty.
- H<sub>9</sub>: Customer Engagement positively and significantly mediates the effect of RMO on Brand Loyalty.
- H<sub>10</sub>: Brand Trust positively and significantly mediates the effect of RMO on Brand Loyalty.

## METHOD

This study employed a quantitative approach with an explanatory research design to describe and test causal relationships among variables. Data collection was conducted using a cross-sectional method. The population of this study consists of all customers of PT Bank Raya Indonesia Tbk across Indonesia. The sampling technique used was purposive sampling. The target sample size was a minimum of 150 respondents, which is considered adequate for SEM analysis (Hair et al., 2014). Each variable in this study was measured using several statement items (indicators) adapted from validated scales, with responses recorded on a five-point Likert scale (Sugiyono, 2016).

Data analysis was conducted using Structural Equation Modelling (SEM) with the Partial Least Squares (PLS-SEM) approach. This method was selected because it is suitable for explanatory research and does not require strict assumptions of data normality (Hair et al., 2014). The data analysis process consisted of two main stages:

- a. Measurement Model Analysis (Outer Model): This stage examined the validity and reliability of the measurement instruments. Convergent validity was assessed using factor loadings and Average Variance Extracted (AVE); discriminant validity was tested using the Fornell-Larcker criterion and the HTMT ratio (Henseler et al., 2015); and reliability was assessed using Cronbach's Alpha and Composite Reliability (Hair et al., 2014).
- b. Structural Model Analysis (Inner Model): This stage tested the hypotheses through analysis of R-square values, path coefficients, and significance testing (*p-values*) using the bootstrapping procedure (Hair et al., 2014).

## RESULTS AND DISCUSSION

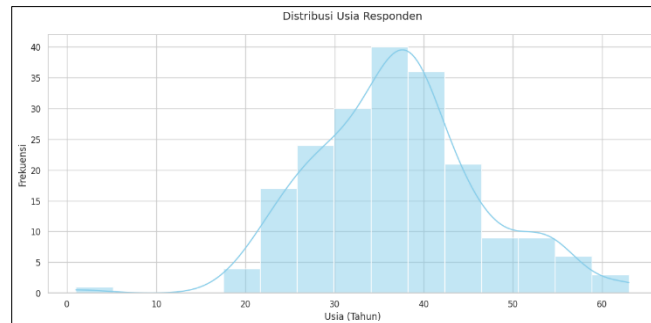
### Respondent Profile

This study successfully collected data from 200 valid respondents who are active customers of Bank Raya. The respondent profile was analyzed based on two main demographic

variables, namely age and duration of service usage, to provide a clear context regarding the characteristics of the user base under study.

**a. Profile Based on Age**

The profile of customers by age is presented using a histogram in Figure 1.

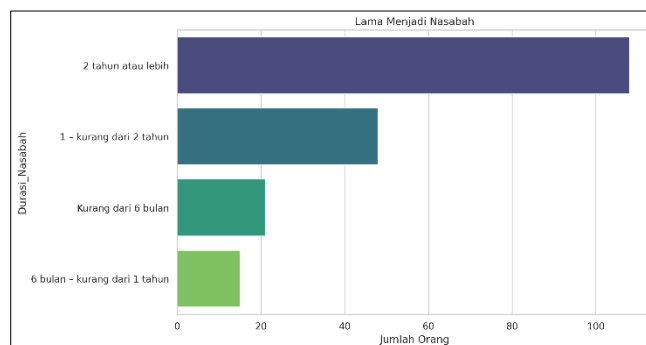


**Figur 1. Age of Respondents**

Figure 1 shows that the average age of respondents is 37 years. The majority of respondents fall within the mature productive age range (30–40 years). This indicates that the primary users of Bank Raya are not dominated by students or early jobbers in their early 20s, but rather by individuals who are financially established and have more complex banking needs.

**b. Profile by Duration of Customer Relations**

The profile based on the duration of customer relationship is presented using a bar chart in Figure 2.



**Figur 2. Length of Membership as a Customer**

Figure 2 shows that the retention rate of Bank Raya’s customers appears very positive. The majority of respondents (more than half of the total sample) have been customers for two years or more. The high proportion of loyal customers provides strong credibility to the survey results, as the satisfaction assessments are based on consistent long-term usage experience rather than merely short-term impressions from new users.

**Descriptive Analysis of Customer Experience**

To evaluate Bank Raya’s service performance comprehensively, customer perceptions were measured using 19 performance indicators on a 1–4 Likert scale. The table below presents a recap of the average scores for each indicator along with their respective categories.

**Table 1. Recapitulation of Indicator Scores for Research Variables**

Variabel	Kode	Indikator	Skor	Kategori
CoRM	X1.1	Fitur Membantu	3.45	Sangat Baik

	X1.2	Biaya Bersaing	3.40	Sangat Baik
	X1.3	Aplikasi Mudah	3.52	Sangat Baik
	X1.4	Komunikasi Aktif	3.16	Baik
RMO	X2.1	Transparansi	3.36	Baik
	X2.2	Peduli Nasabah	3.25	Baik
	X2.3	Komitmen Layanan	3.37	Baik
	X2.4	CS Responsif	3.32	Baik
CE	Y1.1	Info Medsos	3.07	Baik
	Y1.2	Ikatan Emosional	3.13	Baik
	Y1.3	Partisipasi Program	2.91	Baik
BT	Y2.1	Keamanan Data	3.48	Sangat Baik
	Y2.2	Jujur & Terpercaya	3.49	Sangat Baik
	Y2.3	Utamakan Nasabah	3.47	Sangat Baik
	Y2.4	Bisa Diandalkan	3.40	Sangat Baik
BL	Z1.1	Tetap Pakai	3.22	Baik
	Z1.2	Tidak Pindah	3.05	Baik
	Z1.3	Cerita Positif	3.36	Baik
	Z1.4	Rekomendasi	3.35	Baik

Score Category: Description: 1.0–1.6 (Very Poor); >1.6–2.2 (Poor); >2.2–2.8 (Fair); >2.8–3.4 (Good); >3.4–4.0 (Very Good).

Based on Table 1 and Figure 3 below, the strengths and weaknesses of Bank Raya’s services from the customers’ perspective can be mapped.

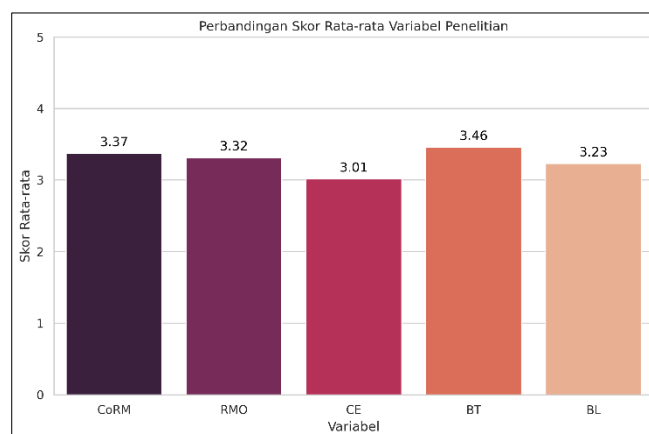


Figure 3. Comparison of Mean Scores Across Research Variables

**a) Key Strengths (Top Performers)**

The three indicators with the highest scores highlight Bank Raya’s competitive advantages in terms of functionality and trust.

- a. User-Friendly Application (Score 3.52): This is Bank Raya’s strongest point. Customers perceive the Raya application’s user interface (UI) and user experience (UX) as highly intuitive and practical for daily transactions.
- b. Honest and Trustworthy (Score 3.49): The high score on this integrity indicator shows that customers have a strong level of trust in Bank Raya’s ability to fulfil its service commitments.
- c. Data Security (Score 3.48): Amid increasing concerns over data breaches, customers feel secure when transacting with Bank Raya, a vital foundation for any digital bank.

**b) Areas Needing Improvement (Low Performers)**

Conversely, the three indicators with the lowest scores highlight challenges in building emotional attachment:

- a. Program Participation (Score 2.91): This is the lowest score in the survey. Customers tend to be passive and rarely participate in activation programs (such as quizzes, events, or interactive promotions) conducted by the bank.
- b. Loyalty to Stay (Score 3.05): Although customers are satisfied with the application, their commitment to remain loyal is relatively low compared to other indicators. This suggests that customers remain rational and may easily switch if competitors offer more attractive benefits.
- c. Social Media Information (Score 3.07): Customer attention toward Bank Raya’s social media content is still low, resulting in minimal digital engagement outside the application.

**Results of Structural Model Analysis (SEM)**

Data analysis was conducted using Structural Equation Modeling (SEM) to evaluate the quality of the measurement instruments and to test the research hypotheses.

**a) Data Quality Test (Reliability)**

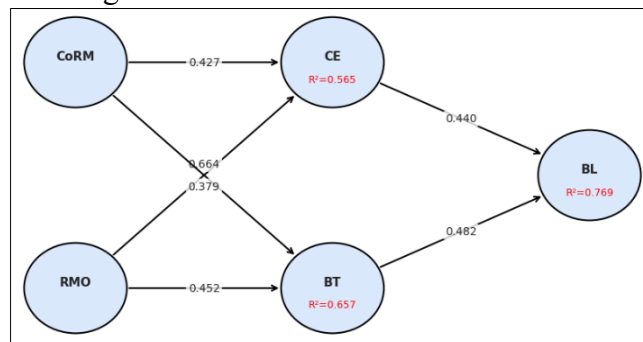
Before hypothesis testing, reliability was assessed using Cronbach’s Alpha. As shown in Table 2, all variables have values above the threshold of 0.70, confirming that the questionnaire used in this study is reliable and consistent.

**Table 2. Results Reliability Test**

Variabel	Cronbach's Alpha	Keterangan
<i>Community Relationship (CoRM)</i>	0,862	Reliabel
<i>Relationship Marketing (RMO)</i>	0,914	Reliabel
<i>Customer Engagement (CE)</i>	0,910	Reliabel
<i>Brand Trust (BT)</i>	0,943	Reliabel
<i>Brand Loyalty (BL)</i>	0,919	Reliabel

**b) Hypothesis Testing (Path Analysis)**

Hypothesis testing was conducted by examining the significance of the relationships between variables and the strength of the structural paths. The visualization of the structural model results is presented in Figure 4.



**Figur 4. Results Path Analysis**

Based on Figure 4, the path analysis results can be interpreted as follows:

- a. Effects on Engagement and Trust: Relationship Marketing Orientation (RMO) has the strongest influence on the formation of Customer Engagement ( $\beta = 0.66$ ) and Brand Trust ( $\beta = 0.45$ ). Community Relationship Management (CoRM) also shows a positive and significant effect, although with slightly lower intensity.
- b. Determinants of Loyalty: Brand Trust is identified as the most critical factor influencing Brand Loyalty ( $\beta = 0.48$ ), followed by Customer Engagement ( $\beta = 0.44$ ).

- c. Model Strength ( $R^2$ ): The research model demonstrates strong explanatory power, where 76.9% of the variance in Brand Loyalty ( $R^2 = 0.769$ ) is explained by the variables included in the model.

## Discussion

Based on the results of the descriptive analysis and the structural model testing, this study reveals an interesting dualism in the relationship between customers and Bank Raya. The key findings show an asymmetric pattern: customers exhibit a very high level of Brand Trust, yet their Customer Engagement remains moderate or tends to be passive.

The high scores in trust and application quality provide strong empirical evidence that Bank Raya's digital transformation strategy is on the right track. The bank has successfully delivered on its core promise as a digital bank by offering a service ecosystem that is not only fast and easy to use but also perceived as secure and highly trustworthy by its users. In a digital banking environment characterized by the absence of face-to-face interaction, this level of trust serves as an invaluable asset, a retention anchor that helps keep customers from switching to competitors.

However, behind this operational success lies a significant strategic gap in the area of engagement. The findings indicate that customer interactions with Bank Raya are still predominantly transactional. Customers tend to be passive in responding to non-transactional initiatives such as community programs, social media interactions, or co-creation activities. Yet, the SEM results in this study clearly demonstrate that Customer Engagement has a strong and significant positive effect on the formation of Brand Loyalty.

The disparity between high trust (a cognitive aspect) and low engagement (an affective/behavioral aspect) suggests that current customer loyalty is built primarily on functional-rational foundations. Customers remain loyal to Bank Raya because the application performs well and is secure—not because they feel an emotional bond or a sense of belonging to the brand. Such functional loyalty is inherently fragile. Rational customers are easily persuaded to switch when competitors offer superior functional incentives such as higher interest rates, lower administrative fees, or more aggressive promotional programs.

Therefore, the managerial implications of these findings are clear: Bank Raya must not rely solely on improving system reliability or application features, as these aspects are already rated very highly and may soon reach diminishing returns. Future strategic focus must shift fundamentally from product-centric to engagement-centric. Strategic initiatives are needed to transform customers from mere application users into true brand advocates. Approaches such as gamified features (e.g., daily missions or activity based rewards), the creation of exclusive business communities for gig economy segments, and personalized services based on behavioral data can inject emotional elements into the customer relationship. By increasing Customer Engagement, Bank Raya will be able to transform customer loyalty from functional loyalty into emotional loyalty one that is significantly stronger, more resilient, and more sustainable in the long term.

## CONCLUSION

Based on the results of data analysis and the subsequent discussion, this study presents several key conclusions regarding the factors that influence customer loyalty at Bank Raya.

### a) Customer Loyalty Profile

Bank Raya's customers are predominantly within the mature productive age group (average age of 37 years) and exhibit a high level of retention, with the majority having used the services for more than two years. This indicates that Bank Raya has a stable customer base.

**b) The Central Role of Brand Trust**

Brand Trust is found to be the most dominant factor influencing Brand Loyalty. High levels of customer trust are driven by positive perceptions of data security, honesty, and system reliability. This represents Bank Raya’s strongest current asset.

**c) Engagement Challenges**

Although statistical analysis shows that Customer Engagement has a significantly positive effect on loyalty, the actual engagement scores remain relatively low, particularly in program participation. Customer relationships are still predominantly functional and transactional, and have not yet developed into strong emotional bonds.

**d) Effectiveness of Strategies**

Relationship Marketing Orientation (RMO) is shown to be more effective than Community Relationship Management (CoRM) in enhancing customer engagement and trust. This indicates that customers place greater value on transparency and service commitment than on community-based features within the application.

Based on the conclusions above, the following recommendations are proposed for both Bank Raya’s management and future researchers.

Recommendations for Bank Raya Management:

**a. Revitalization and Diversification of Gamification**

Although the “Saku Mission” feature is already available, the low participation score indicates that it has not yet effectively stimulated active engagement. Management is encouraged to elevate its gamification strategy from simple transactional missions to journey-based or community-based missions. For example, implementing more challenging tiered levels or user competitions (leaderboards) could foster competitiveness and increase in-app interaction frequency.

**b. Hyper Personalization Through Insights**

The existing monthly transaction summary feature should be enhanced into an intelligent financial advisory service. Bank Raya could utilize analytics to provide proactive recommendations (predictive insights) rather than merely presenting historical reports. For instance, offering appreciation notifications when customers successfully reduce spending from the previous month or friendly early warnings when expenses in certain categories (e.g., F&B) begin to spike—helping customers feel that Bank Raya serves as an active partner in their financial well-being.

**c. Maintaining Trust**

Given that trust is the strongest driver of loyalty, Bank Raya must prioritize system stability and data security above all. Any form of downtime or security issue could have a detrimental impact on customer loyalty.

Recommendations for Future Research:

**a. Expansion of Variables**

Future studies are encouraged to incorporate additional variables such as User Experience (UX) or Service Quality, as the high score of application usability in this study suggests that these factors may serve as strong explanatory variables.

**b. Comparative Studies**

Future researchers may conduct comparative studies between Bank Raya customers and those of competing digital banks (such as Jago or SeaBank) to determine whether the pattern of high trust but low engagement is an industry-wide phenomenon or unique to Bank Raya.

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