

## THE ROLE OF SERVICE QUALITY AND CUSTOMER SATISFACTION IN PREDICTING CUSTOMER RETENTION INTENTION

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**Abstract:** This research aims to empirically test E-S-QUAL, Bank Service Quality, and Customer Satisfaction on Customer Retention Intention. The total sample in this study was 194 respondents, who were digital bank users in Jakarta and were collected using Google Forms. The samples were selected by using the convenience sampling technique. The data analysis technique uses Partial Least Square-Structural Equation Modeling (PLS-SEM) by using SmartPLS4 software. The research results show that E-S-QUAL, Bank Service Quality, and Customer Satisfaction influence Customer Retention Intention positively among digital bank users. Next, E-S-QUAL and Bank Service Quality positively influence Customer Satisfaction. Furthermore, customer satisfaction mediates the positive influence of E-S-QUAL and bank service quality on customer retention among digital bank users.

**Keywords:** Bank Service Quality, Customer Retention Intention, Customer Satisfaction, E-S-QUAL

### INTRODUCTION

The banking sector has undergone significant transformations since the Dutch colonial era, and this evolution continues to shape the industry today. Banks have shown their ability to innovate in serving customers while educating the public about essential financial matters such as saving, available services, and the confidentiality of personal data. Despite the consistent performance, Indonesia has witnessed a decline in the number of banks and bank branches ([Otoritas Jasa Keuangan, 2023](#)). This decline is likely influenced by the rise

of digitalization, specifically the development of digital banking services ([CNBC Indonesia, 2023](#)).

Recognizing the potential of digital services, banks have strategically reduced the number of physical branches, reallocating operational costs toward digital infrastructure. Digital banking services offer advantages such as 24/7 availability, ease of use, speed, and security ([Yan et al., 2023](#)). Consequently, many banks have transitioned to digital-only models, creating online platforms for their activities ([Nguyen, Ho, and Nguyen, 2023](#)). [Bapat \(2022\)](#)

suggests that consumers increasingly prefer online transactions over visiting physical branches, as evidenced by a remarkable 158% increase in digital banking transactions from 2018 to 2023 ([Databoks, 2023](#)).

However, the widespread adoption of digital banking services has intensified competition among financial institutions. To retain customers effectively, digital banks must understand the determinants of Customer Retention Intention ([Shankar and Jebarajakirthy, 2019](#)). [Schiffman and Wisenblit \(2019\)](#) emphasize the importance of fostering strong customer relationships to reduce switching behavior. [Al-Gharaibah \(2020\)](#) highlights the impact of Service Quality and Customer Satisfaction on customer retention. [Parawansa \(2018\)](#) confirms that service quality significantly influences customer retention, mediated by customer satisfaction. Additionally, [Egala, Boateng, and Mensah \(2021\)](#) delve into the specifics of digital banking services, finding that the e-service Quality Dimension (Ease of Use, Interoperability, Efficiency, Responsiveness, Privacy/Security, and Reliability) significantly affects Customer Satisfaction. Additionally, dimensions related to banking service quality (Service portfolios and service charges) influence customer retention and satisfaction. Therefore, this study explores the impact of electronic service quality (E-S-QUAL) and banking service quality on customer satisfaction and retention. Furthermore, it investigates the mediating role of Customer Satisfaction in shaping customer loyalty. The research focuses on digital bank users in Indonesia, building upon previous studies conducted with digital bank users in Ghana ([Egala et al., 2021](#)).

It should be noted that the banking landscapes of Ghana and Indonesia display distinctive characteristics influenced by their respective economic environments and regulatory frameworks. In Ghana, banking practices harmonize traditional methods with emerging digital services ([Gakpo, 2013](#)). Oversight by the Bank of Ghana encompasses

various financial institutions catering to sectors such as agriculture, mining, and services. Despite advancements in digital technology, face-to-face transactions remain predominant, particularly in rural areas where modern banking infrastructure is limited ([Asamoah and Owusu, 2020](#)). In contrast, Indonesia's banking sector has swiftly embraced digital transformation. Driven by a burgeoning middle class and widespread internet accessibility, Indonesian banks operate across numerous islands ([Sugihyanto and Arsiah, 2023](#)). The Financial Services Authority (OJK) regulates this dynamic financial landscape. These banks increasingly adopt cutting-edge technologies to meet the growing demand for digital services, facilitating easy access to banking facilities and promoting the shift towards online transactions ([Zaki et al., 2023](#)). Therefore, conducting a study to understand customer retention strategies in Indonesia's banking sector entirely is strategically crucial. Understanding the factors that bolster customer loyalty becomes essential for long-term growth as digital adoption speeds up. Key factors such as service quality, customer satisfaction, and the perceived value of digital offerings play critical roles ([Putri and Briliiana 2023](#) and [Theresia and Briliiana 2021](#)). Tailoring insights into customer behaviors and preferences, considering Indonesia's diverse demographics and geographic spread, helps banks refine service delivery models and elevate overall customer experience. Ultimately, this research retains current customers and attracts new ones, strengthening the sector's resilience in an increasingly digital economy.

### **Cognitive-Motivational-Relational Theory**

This study is rooted in [Lazarus's \(1991\)](#) Cognitive-Motivational-Relational (CMR) theory, which posits a significant connection between cognitive orientation and the emotional responses exhibited by individuals. According to [Shankar and Jebarajakirthy \(2019\)](#), cognitive orientation arises when individuals evaluate their environment through their beliefs, goals, and

values. This cognitive evaluation subsequently triggers specific emotional reactions to the assessed environment.

CMR theory is widely applied in practical contexts to understand the relationship between service quality and customer behavior ([Haq & Awan, 2020](#)). In this framework, service quality represents cognitive orientation as it involves the mental assessment of various service attributes. Conversely, Customer Retention Intention is viewed as an emotional response, reflecting the feelings and attitudes customers develop toward the service.

This study has two primary objectives: first, to evaluate the quality of digital banking services as a form of cognitive orientation, and second, to examine how Customer Satisfaction and Customer Retention Intention function as emotional responses to these services. When users engage with digital banking services, they inherently assess the features and benefits, forming a cognitive orientation based on their evaluations. This mental process then influences their emotional responses, manifested as Customer Satisfaction and their intention to remain loyal to the digital banking services. In more detail, the study explores the intricate ways the perceived quality of digital banking services affects customers' cognitive appraisals. These appraisals, grounded in the services' functionality, reliability, and user-friendliness, shape their overall satisfaction and loyalty intentions.

### **E-S-QUAL (e-Service Quality)**

[Mou, Shin, and Cohen \(2017\)](#) define e-service as encompassing all transactions and interactions between service providers and consumers via electronic networks. [Kristiani and Keni \(2022\)](#) highlight that e-Service Quality assesses a website's services, particularly its effectiveness in assisting consumers with product exploration, transaction processing, and choosing distribution methods. Expanding on this concept, E-S-QUAL represents customers' evaluations of online platforms based on how

effectively they support users during interactions. These evaluations differ across various features of digital banks, prompting our study to analyze E-S-QUAL through dimensions such as Interoperability, Efficiency, Privacy/Security, Ease of Use, and Responsiveness ([Egala et al., 2021](#)).

Next, [Jun and Palacios \(2016\)](#) point out that Ease of Use indicates an application is user-friendly. In contrast, [Kim, Kim, and Lennon \(2006\)](#) focus on Efficiency, which includes easy access, streamlined payment processing, and efficient information retrieval. Interoperability allows seamless transactions across different digital services through the digital bank ([Egala et al., 2021](#)). [Parasuraman, Zeithaml, and Malhotra \(2005\)](#) also argue that Privacy/Security involves protecting customer information, while Responsiveness deals with promptly resolving issues during interactions in digital banking.

### **Bank Service Quality**

[Mahsyar and Surapati \(2020\)](#) define Service Quality as comparing customers' perceptions of the service they receive from a company with their expectations. Additionally, [Lantang and Keni \(2022\)](#) emphasize that Service Quality reflects customers' evaluations of a company's services, providing valuable feedback to enhance service offerings.

Beyond general Service Quality, Bank Service Quality (BSQ) involves evaluating how well a bank's services align with customers' expectations and perceived quality. [Parasuraman, Zeithaml, and Berry \(1988\)](#) initially identified the Dimension of service quality using the SERVQUAL model, which includes empathy, reliability, assurance, tangibles, and responsiveness. [Bahia and Nantel \(2000\)](#) subsequently adapted this model specifically for banking services, forming the BSQ model. [Narteh \(2018\)](#) argues that the BSQ model is more reliable for assessing Bank Service Quality, which is the central focus of this study.

This study examines critical Dimension within this framework, such as Reliability (the bank's consistent ability to provide accurate and dependable services), Service Charges (fees associated with banking services as suggested by [Huei et al., 2018](#)), and Service Portfolios (innovations in bank products and offerings as described by [Bahia and Nantel, 2000](#)). By analyzing these variables, we aim to gain deeper insights into the dynamics of Service Quality within the banking sector, building upon the research conducted by [Egala et al. \(2021\)](#).

### Customer Satisfaction

According to [Saman, Keni, and Muthuveloo \(2023\)](#), Customer Satisfaction refers to customers' emotional response after using a product. Meanwhile, [Mainardes and Freitas \(2023\)](#) underscore that Customer Satisfaction manifests when customers perceive that the benefits obtained from the product outweigh its costs. Customer Satisfaction is an emotional reaction that emerges when customers evaluate a product's performance against their initial expectations ([Angela and Kesumahati, 2023](#)).

### Customer Retention Intention

[Thakur \(2016\)](#) and [Keni et al. \(2023\)](#) posit that Customer Retention signifies consumers' deliberate choice to repeatedly purchase a product because they perceive it to offer superior value. This phenomenon underscores the deep-seated satisfaction and trust that consumers develop towards a brand over time. In this case, loyalty is established through consistent delivery of benefits and positive experiences associated with the product, which outweighs the temptation to switch to other brands ([Keni et al., 2023](#)).

Similarly, [Saoula et al. \(2023\)](#) elaborate on Customer Retention Intention as the extent to which customers consistently prefer a specific product over others available in the market. This intention goes beyond habitual purchase behavior; it is driven by customers' evaluation of

the product's reliability, quality, and overall satisfaction derived from its use ([Jorken and Keni, 2022](#)). According to [Saoula et al. \(2023\)](#), this loyalty originates from a perceived alignment between the brand's offerings and the customer's expectations, reinforcing the customer's commitment to remain loyal despite competitive pressures.

### Effect of E-S-QUAL on Customer Satisfaction

Research conducted by [Meesala and Paul \(2018\)](#) underscores the significant influence of service quality on customer satisfaction within India's healthcare sector. Their study delves into how various aspects of service delivery, such as reliability, efficiency, and overall service quality, profoundly impact patients' satisfaction levels. The findings underscore the importance of healthcare providers meeting and exceeding patient expectations, fostering trust and loyalty among their clientele.

In a parallel context, [Hammoud, Bizri, and Baba \(2018\)](#) provide insights into the nuanced factors that drive Customer Satisfaction among banking customers in Lebanon. Their research identifies vital determinants, including Reliability, Efficiency, Security, Privacy, Ease of Use, and Responsiveness. They emphasize that these factors collectively contribute to customers' perceptions of service quality and satisfaction with banking services. Moreover, the study highlights the critical role of ensuring seamless and secure transactions, responsive customer service, and user-friendly interfaces in maintaining high customer satisfaction and retention levels.

Expanding further on digital banking services, [Egala et al. \(2021\)](#) emphasize the pivotal role of several factors in influencing Customer Satisfaction. Specifically, they stress the importance of Ease of Use, Privacy/Security, and Efficiency in shaping customers' perceptions and satisfaction levels with digital banking platforms. Their findings indicate that

customers value intuitive interfaces that simplify financial transactions, robust security measures that protect their personal information, and efficient services that minimize transactional delays and errors. These elements foster positive customer experiences and enhance loyalty toward digital banking services.

**H<sub>1a</sub>: There is a positive effect of E-S-QUAL on Customer Satisfaction among users of digital banking services**

### **Effect of Bank Service Quality on Customer Satisfaction**

According to [Narteh \(2018\)](#), Responsiveness, Service Portfolios, and accessibility significantly impact Customer Satisfaction. These factors collectively influence how customers perceive and assess their interactions with service providers. When companies promptly respond to customer needs, offer various service options tailored to different preferences (Service Portfolios), and ensure easy access, customers feel more satisfied and valued.

In a related study, [Natawijaya and Keni \(2018\)](#) emphasize the crucial role of Reliability in bolstering Customer Satisfaction. Reliability denotes the consistency and dependability of service delivery. Customers who perceive a bank as reliable—meaning it consistently meets their expectations and handles transactions smoothly—are likelier to trust the services and remain satisfied. This reliability instills a sense of security and confidence among customers, contributing significantly to their overall satisfaction.

Furthermore, [Biswas, Jaiswal, and Kant \(2023\)](#) delve into how Reliability shapes customer perceptions of service quality. They highlight that customers derive satisfaction when banks can effectively address their concerns and offer dependable solutions. Additionally, [Narteh \(2018\)](#) underscores the impact of Service Charges on customer satisfaction. Customers feel content when the costs associated with

banking services are perceived as reasonable and commensurate with the benefits received. This alignment between service costs and perceived benefits enhances customer satisfaction and fosters loyalty.

**H<sub>1b</sub>: Bank Service Quality positively affects Customer Satisfaction among users of digital banking services.**

### **Effect of E-S-QUAL on Customer Retention Intention**

Recent studies highlight vital factors influencing customer loyalty in the dynamic realm of digital banking. [Egala et al. \(2021\)](#) emphasize that Ease of Use, Privacy/Security, and Efficiency play crucial roles in enhancing Customer Retention Intention. These Dimensions are pivotal in crafting a positive customer experience, ensuring that interactions with digital banking platforms are user-friendly, secure, and efficient. Customers are more likely to remain loyal when they can easily navigate banking services, trust in the security of their personal information, and enjoy seamless transaction processes that save time and effort.

[Khan, Zubair, and Malik \(2019\)](#) explore the concept of E-S-QUAL, underscoring its profound impact on customer loyalty. E-S-QUAL encompasses various aspects of service quality in digital settings, including reliability, responsiveness, and service effectiveness. Their research indicates that customers who perceive high E-S-QUAL standards are likelier to maintain loyalty to a digital bank, attributing their satisfaction to the bank's consistent ability to meet their service expectations.

Furthermore, [Shankar and Jebarajakirthy \(2019\)](#) contribute to this discourse by highlighting the critical role of Privacy and Security in shaping customer loyalty in digital banking. Customer trust in a bank's ability to safeguard sensitive information and maintain robust security measures significantly enhances satisfaction and retention. Customers appreciate transparency and proactive



measures banks take to protect their data, which fosters a sense of security and strengthens loyalty.

**H<sub>2a</sub>: E-S-QUAL positively affects customer retention among users of digital banking services.**

#### **Effect of Bank Service Quality on Customer Retention Intention**

[Egala et al. \(2021\)](#) have conclusively demonstrated in their research that Reliability plays a pivotal role in shaping Customer Satisfaction within the digital banking sector. Their study highlights how customers perceive reliability as a desirable attribute and a fundamental determinant of their overall banking experience. Customers consistently experience accurate transaction handling, prompt issue resolution, and reliable service without interruptions, increasing their satisfaction levels.

In a related study, [Shankar and Jebarajakirthy \(2019\)](#) delve deeper into the impact of Reliability on customer loyalty in digital banking contexts. They emphasize how reliability fosters customer trust and confidence, fostering repeat business and cultivating enduring relationships with the bank. This trust is crucial in digital banking, where customers rely on seamless and secure transactions, timely resolution of issues, and consistent service availability.

Furthermore, [Boonlertvanich \(2019\)](#) expands the discussion by exploring various Dimensions of service quality that contribute to customer loyalty. Apart from Reliability, these Dimensions include tangibility (physical facilities and equipment), assurance (knowledge and courtesy of bank employees), Responsiveness (promptness in addressing customer needs), and empathy (caring and individualized attention). Collectively, these elements shape the overall customer experience and influence their decision to remain loyal to a bank.

**H<sub>2b</sub>: Bank Service Quality positively affects Customer Retention Intention among users of digital banking services.**

#### **Effect of Customer Satisfaction on Customer Retention Intention**

[Al-Hawary and Al-Smeran \(2016\)](#) emphasize that Customer Satisfaction yields long-term benefits by fostering consistent product purchases. This viewpoint resonates with the findings of [Cunningham and De Meyer-Heydenrych \(2021\)](#) and [Alnaser, Ghani, and Rahi \(2018\)](#), who concluded that Customer Satisfaction significantly bolsters customer loyalty. When customers are satisfied, they maintain their loyalty and continue patronizing a product over time.

In the realm of e-service and banking services, customer satisfaction assumes a critical role. Satisfied customers, pleased with the quality of these services, are more inclined to select the same bank for their financial transactions and interactions.

**H<sub>3</sub>: Customer satisfaction positively affects customer retention among users of digital banking services.**

#### **Customer Satisfaction Mediates the Effect of E-S-QUAL on Customer Retention Intention**

Customers who express satisfaction with Internet banking will likely maintain loyalty to the same bank ([Amin, 2016](#)). This observation is corroborated by [Meesala and Paul \(2018\)](#), who found that Customer Satisfaction acts as a mediator, influencing how Reliability and Responsiveness impact consumer loyalty. Additionally, [Al-were et al. \(2017\)](#) propose that Customer Satisfaction mediates the relationship between e-service Quality and customer loyalty. [Haq and Awan \(2020\)](#) further demonstrate that Customer Satisfaction mediates the influence of the Privacy and Security dimensions on customer loyalty.

Customer satisfaction reflects customers' emotional response after using a

product or service ([Wilson et al. 2019](#)). Whether positive or negative, this emotional reaction depends on whether customers perceive the product or service's benefits outweigh the associated costs. This satisfaction significantly affects customers' inclination to continue using the product or service.

**H<sub>4a</sub>: Customer Satisfaction positively mediates the effect of E-S-QUAL on Customer Retention Intention among users of digital banking services.**

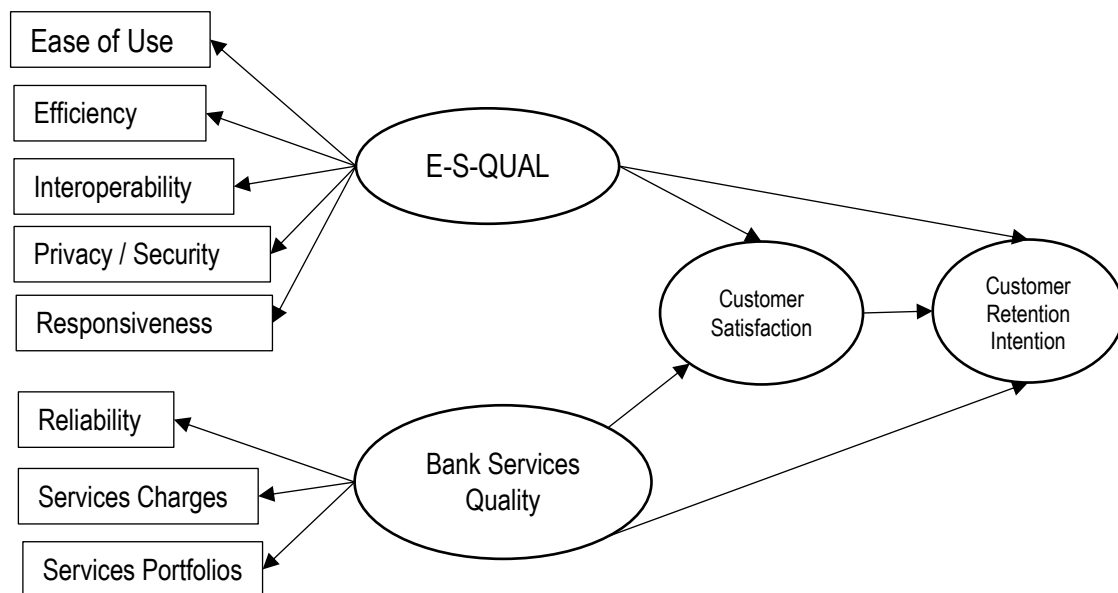
#### **Customer Satisfaction Mediates the Effect of Bank Service Quality on Customer Retention Intention**

[Keni and Sandra \(2021\)](#) concluded that Customer Satisfaction positively acts as a mediator, influencing the relationship between Service Quality and customer loyalty. When service quality meets or exceeds customer expectations, it fosters satisfaction, motivating

customers to continue using it. This perspective is supported by [Slack and Singh \(2020\)](#) and [Boonlertvanich \(2019\)](#), who also highlight Customer Satisfaction's crucial role in mediating the impact of Service Quality on customer loyalty.

Also, [Haq and Awan \(2020\)](#) suggest that customer satisfaction can mediate the influence of reliability on customer loyalty. Customers who perceive a bank as reliable—consistently delivering accurate and dependable services—will likely feel satisfied ([Wilson et al. 2021](#)). Ultimately, this satisfaction encourages ongoing interactions with the bank, reinforcing loyalty.

**H<sub>4b</sub>: Customer Satisfaction positively mediates the effect of Bank Service Quality on Customer Retention Intention among users of digital banking services.**



**Figure 1. Research Model**

**RESEARCH METHODOLOGY**

**Table 1. Variables & Items**

<b>Variable/ Dimension</b>	<b>Item</b>	<b>Code</b>
Ease of Use	This digital banking service is easy to use	EU1
	Navigating through this digital banking platform is straightforward.	EU2
	The platform provides clear and user-friendly instructions	EU3
	I feel comfortable using this digital banking platform.	EU4
Efficiency	Accessing the services I need is convenient through this digital banking platform.	EFF1
	Transactions are quick and efficient.	EFF2
	This digital banking platform meets my expectations effectively	EFF3
Interoperability	I find it easy to navigate both within the platform and when using external services.	INT1
	I can access this digital banking platform with third-party platforms.	INT2
	It's easy to transfer to third-party platforms using this digital banking service.	INT3
Privacy/ Security	I have confidence in this digital banking service	PS1
	Using this digital banking service makes me feel secure	PS2
	I trust this digital bank does not share my information with third parties.	PS3
Responsiveness	Responses from this digital bank are prompt when using their digital services.	RES1
	This digital bank offers speedy digital services	RES2
Reliability	The digital banking services provided by this bank are consistently timely.	REL1
	This digital bank delivers services reliably as promised	REL2
	I consistently find the digital banking services I need	REL3
	This digital banking platform operates smoothly without errors	REL4
Service Charges	The cost of this digital banking service is reasonable	SC1
	Using this digital banking platform is more cost-effective	SC2
	The subscription fee for this digital banking service is budget-friendly	SC3
Service Portfolios	This digital banking platform offers a diverse array of financial services.	SP1
	Various services are available on this bank's digital platform	SP2
	This bank regularly updates its digital platform	SP3
Customer Satisfaction	I am satisfied with the performance of this digital banking service	CS1
	I am content with the quality of this digital banking service	CS2
	Overall, I am pleased with this digital banking service	CS3
Customer Retention Intention	I intend to continue using this digital bank	CRI1
	I wish to remain with this digital bank because of its quality service	CRI2
	I strongly recommend this digital bank.	CRI3

This research adopts a descriptive approach to characterize specific aspects (Malhotra, 2020). Specifically, we explore how

digital banking's electronic and bank service quality influences customer satisfaction and retention intention. Additionally, we investigate



the moderating role of gender in shaping these effects.

Moreover, this study employs a cross-sectional method, collecting data from the sample at a single point during the research process. The population under study includes all digital bank customers residing in Jakarta. From this population, we selected a sample of digital bank customers in Jakarta using a non-probability convenience sampling method—choosing respondents based on ease of contact. Our sample size is 30 to 500, and we obtained data from 194 respondents ([Bougie and Sekaran, 2020](#)).

Data collection was conducted via Google Forms, utilizing a 5-point Likert scale where a score of 1 represents strong disagreement, and 5 signifies strong agreement. Subsequently, we analyzed the data using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the SmartPLS4 application. Our study focuses on critical variables: Bank Service Quality, e-Service Quality, Customer Satisfaction, and Customer Retention. The indicators for these variables are adapted from [Egala et al. \(2021\)](#) and are presented in Table 1.

## RESULTS AND DISCUSSIONS

Based on the research findings, the respondent profile includes 115 female participants, indicating their higher representation than male respondents. Most respondents belong to the 18-24 age group (173

respondents) and the 25-34 age group (21 respondents). Most respondents have completed high school or vocational education and are currently students. Geographically, the highest number of respondents reside in West Jakarta, with the majority earning less than Rp3.000.000 monthly. Refer to Table 2 for a detailed breakdown of the respondent profile.

Moreover, regarding transaction behavior, most respondents conduct more than six transactions on digital banks each month, with transaction values ranging from Rp500.000 to Rp1.499.999.

Next, data analysis continued with an outer-model assessment, focusing on validity and reliability testing. Convergent validity analysis considers an Average Extracted Variance (AVE) greater than 0.5 and loading factors above 0.6 ([Hair et al., 2018](#)) as valid indicators.

Furthermore, the authors conducted a discriminant validity analysis using the Heterotrait-Monotrait Ratio (HTMT) test, considered valid if the value is less than 1 ([Hamid, Sami, & Sidek, 2017](#)). Additionally, cross-loadings confirmed the validity of all indicators, as each indicator showed stronger associations with its variable than with others.

Additionally, this study utilized the embedded two-stage approach, examining variables across two stages ([Sarstedt et al., 2019](#)). In the first stage, the authors applied the repeated indicators approach in SmartPLS4 to analyze the sub-dimension. In the second stage, the authors assessed scores from these sub-dimensions as indicators for the higher-order construct model.

**Table 2. Respondents' Profile**

<b>Characteristics</b>	<b>Total</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	79	40.72%
Female	115	59.28%
<b>Age</b>		
18-24 years old	173	89.18%
25-34 years old	21	10.82%
<b>Highest Education</b>		
Junior High School	1	0.52%
Senior High School	131	67.53%
Diploma	1	0.52%
Bachelor's, Master's, or Doctoral Degree	61	31.44%
<b>Job</b>		
Entrepreneur	3	1.55%
Student	146	75.26%
Staff	45	23.20%
<b>Domicile</b>		
East Jakarta	8	4.12%
South Jakarta	12	6.19%
West Jakarta	144	74.23%
North Jakarta	21	10.82%
Central Jakarta	9	4.64%
<b>Income Level</b>		
Less than Rp3.000.000	95	48.97%
Rp3.000.000 – Rp5.999.999	52	26.80%
Rp6.000.000 – Rp9.999.999	16	8.25%
≥ Rp10.000.000	31	15.98%

Table 3 shows that all Dimensions have HTMT values below 1, indicating they meet the criteria for discriminant validity. Moving forward, Table 4 will continue to display the HTMT values obtained from the initial stage. Both Tables 3 and 4 confirm that all variables and Dimension analyzed in the first stage meet the requirements for discriminant validity. Next, the analysis progresses to the second stage, focusing on the HTMT ratio, as depicted in Table 5. Based on the results of the Heterotrait-Monotrait Ratio (HTMT)

analysis in Table 5, it can be concluded that all HTMT values for the variables used in this study meet the criteria, consistently falling below 1. Therefore, all variables satisfy the HTMT ratio analysis criteria.

Furthermore, the authors conducted convergent validity testing through loading factor analysis and Average Variance Extracted (AVE) analysis, as presented in Tables 6 and 7.

**Table 3. Discriminant Validity (HTMT) Analysis (First Stage)**

<b>Dimension/ Variable</b>	<b>Ease of Use</b>	<b>Efficiency</b>	<b>Interoperability</b>	<b>Privacy/ Security</b>	<b>Responsiveness</b>
Ease of Use					
Efficiency	0.740				
Interoperability	0.460	0.630			
Privacy/Security	0.595	0.457	0.400		
Responsiveness	0.702	0.676	0.449	0.566	
Reliability	0.879	0.606	0.494	0.683	
Service Charges	0.542	0.527	0.488	0.478	0.426
Service Portfolios	0.802	0.799	0.606	0.548	0.681

**Table 4. Discriminant Validity (HTMT) Analysis (First Stage)**

<b>Dimension/ Variable</b>	<b>Reliability</b>	<b>Service Charges</b>	<b>Service Portfolios</b>	<b>Customer Satisfaction</b>	<b>Customer Retention Intention</b>
Ease of Use			0.824	0.866	
Efficiency			0.765	0.797	
Interoperability			0.578	0.460	
Privacy/Security			0.654	0.611	
Responsiveness	0.711		0.762	0.685	0.711
Reliability			0.796	0.748	
Service Charges	0.483		0.615	0.689	0.483
Service Portfolios	0.858	0.613	0.830	0.808	0.858
Customer Satisfaction				0.899	

**Table 5. Discriminant Validity (HTMT) Analysis (Second Stage)**

<b>Variable</b>	<b>Bank Service Quality</b>	<b>Customer Satisfaction</b>	<b>Customer Retention Intention</b>
E-S-QUAL	0.997	0.932	0.897
Customer Satisfaction	0.924		0.899
Customer Retention Intention			0.928

**Table 6. Factor Loadings and AVE Analysis (First Stage)**

Dimension/ Variable	Indicator	Factor Loadings	AVE
Ease of Use	EU1	0.749	0.546
	EU2	0.719	
	EU3	0.723	
	EU4	0.762	
Efficiency	EFF1	0.807	0.559
	EFF2	0.679	
	EFF3	0.751	
Interoperability	INT1	0.742	0.579
	INT2	0.764	
	INT3	0.775	
Privacy/Security	PS1	0.848	0.632
	PS2	0.839	
	PS3	0.688	
Responsiveness	RES1	0.858	0.731
	RES2	0.852	
Reliability	REL1	0.808	0.604
	REL2	0.769	
	REL3	0.758	
Service Charges	SC1	0.795	0.669
	SC2	0.762	
	SC3	0.795	
Service Portfolios	SP1	0.783	0.606
	SP2	0.832	
	SP3	0.742	
Customer Satisfaction	CS1	0.795	0.615
	CS2	0.762	
	CS3	0.795	
Customer Retention Intention	CRI1	0.783	0.618
	CRI2	0.832	
	CRI3	0.742	

Table 6 above presents the outcomes of the initial assessment for convergent validity. This phase's factor loadings and Average Variance Extracted (AVE) values meet the specified criteria. Following this, Table 7 below illustrates the findings from the subsequent stage of convergent validity testing.

Tables 3, 4, and 5 demonstrate that all variables and Dimension exhibit HTMT (Heterotrait-Monotrait Ratio) values below 1, satisfying the discriminant validity criteria. Furthermore, Tables 6 and 7 corroborate the validity of the data, with loading factors surpassing 0.6 and AVE values exceeding 0.5.

**Table 7. Factor Loadings and AVE Analysis (Second Stage)**

Variable	Indicator	Factor Loadings	AVE
E-S-QUAL	EU	0.825	0.526
	EFF	0.747	
	INT	0.612	
	PS	0.665	
	RES	0.759	
Bank Service Quality	REL	0.813	0.639
	SC	0.721	
	SP	0.858	
Customer Satisfaction	CS1	0.794	0.615
	CS2	0.762	
	CS3	0.795	
Customer Retention Intention	CRI1	0.784	0.618
	CRI2	0.832	
	CRI3	0.741	

**Table 8. Reliability Analysis (First Stage)**

Variable	Cronbach's Alpha	Composite Reliability	Notes
Efficiency	0.608	0.791	Reliable
Ease of Use	0.722	0.828	Reliable
Privacy/Security	0.710	0.836	Reliable
Interoperability	0.653	0.805	Reliable
Reliability	0.673	0.821	Reliable
Responsiveness	0.633	0.845	Reliable
Service Portfolios	0.674	0.822	Reliable
Service Charges	0.752	0.858	Reliable
Customer Retention Intention	0.690	0.829	Reliable
Customer Satisfaction	0.687	0.827	Reliable

Following this, reliability testing was conducted based on Composite Reliability and Cronbach's alpha values (Hair et al., 2018). Composite Reliability is considered reliable if it exceeds 0.7, while Cronbach's alpha reliability threshold is 0.6 (Hair et al., 2021). Moreover, the results of Cronbach's Alpha and composite reliability analysis in Table 8 indicate that all multidimensional indicators meet the

established criteria. Further analysis of Cronbach's Alpha and composite reliability continues in the subsequent stage, as detailed in Table 9.

Based on the outcomes of composite reliability and Cronbach's alpha analysis in Tables 8 and 9, all variables meet the required criteria and demonstrate reliability.



**Table 9. Reliability Analysis (Second Stage)**

Variable	Cronbach's Alpha	Composite Reliability	Notes
Bank Service Quality	0.715	0.841	Reliable
E-S-QUAL	0.772	0.846	Reliable
Customer Retention Intention	0.690	0.829	Reliable
Customer Satisfaction	0.687	0.827	Reliable

**Table 10. Coefficient of Determination (R<sup>2</sup>) Analysis**

Variable	R-Square	Notes
Customer Satisfaction	0.517	Moderate
Customer Retention Intention	0.505	Moderate

**Table 11. Effect Size (f<sup>2</sup>) Analysis**

Variable	f <sup>2</sup>	Notes
E-S-QUAL → Customer Retention Intention	0.068	Weak
E-S-QUAL → Customer Satisfaction	0.180	Moderate
Bank Service Quality → Customer Retention Intention	0.065	Weak
Bank Service Quality → Customer Satisfaction	0.090	Weak
Customer Satisfaction → Customer Retention Intention	0.061	Weak

**Table 12. Goodness-of-Fit (GoF) Analysis**

Variable	AVE	R <sup>2</sup>	GoF
Bank Service Quality	0.639	-	
E-S-QUAL	0.526	-	
Customer Retention Intention	0.618	0.505	0.5535
Customer Satisfaction	0.615	0.517	
Average	0.5995	0.511	

Table 10 displays the R-squared values for customer satisfaction and retention intention: 0.517 and 0.505, respectively. These values fall within the moderate range, as they are below 0.75.

Next, referring to Table 11, E-S-QUAL moderately influences customer satisfaction, while bank service quality has a minor effect.

Although with small effects, E-S-QUAL, bank service quality, and customer satisfaction collectively impact customer retention intention.

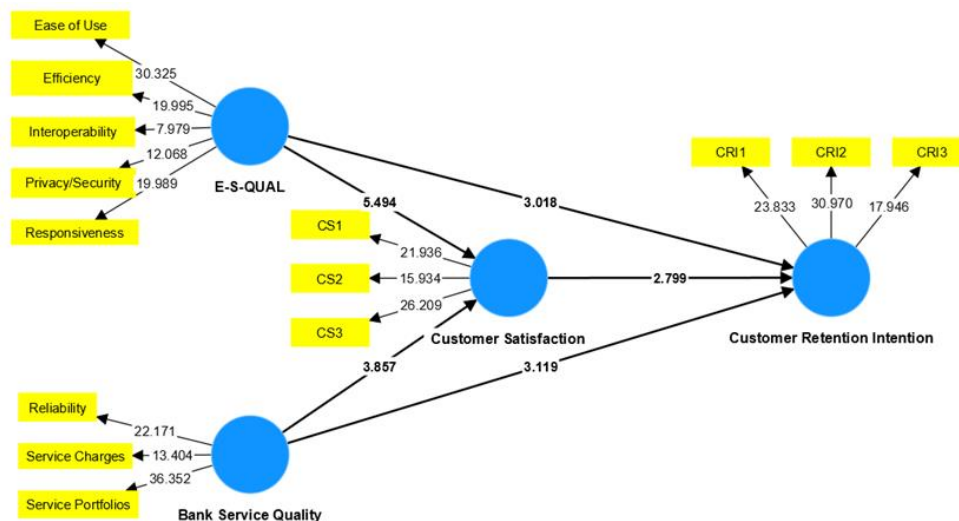
Additionally, the Goodness-of-Fit (GoF) analysis presented in Table 12 yields a value of 0.5535, categorized as "large" since it exceeds 0.36. This result indicates that the dependent variables effectively predict the research model.

**Table 13. Path Coefficient Analysis**

Relationships	Path Coefficient	Notes
E-S-QUAL → Customer Satisfaction	0.446	Positive
Bank Service Quality → Customer Satisfaction	0.316	Positive
E-S-QUAL → Customer Retention Intention	0.293	Positive
Bank Service Quality → Customer Retention Intention	0.276	Positive
Customer Satisfaction → Customer Retention Intention	0.242	Positive

**Table 14. Results of the Hypothesis Testing**

Relationships	t-statistics	p-values	Results
E-S-QUAL → Customer Satisfaction	5.594	0.000	Not Rejected
Bank Service Quality → Customer Satisfaction	3.857	0.000	Not Rejected
E-S-QUAL → Customer Retention Intention	3.018	0.003	Not Rejected
Bank Service Quality → Customer Retention Intention	3.119	0.000	Not Rejected
Customer Satisfaction → Customer Retention Intention	2.799	0.005	Not Rejected
E-S-QUAL → Customer Satisfaction → Customer Retention Intention	2.453	0.014	Not Rejected
Bank Service Quality → Customer Satisfaction → Customer Retention Intention	2.156	0.031	Not Rejected



**Figure 2. Bootstrapping Analysis**

Table 13 provides further insights: E-S-QUAL and bank service quality positively influence customer satisfaction, with path

coefficients of 0.446 and 0.316, respectively. Moreover, E-S-QUAL, bank service quality, and customer satisfaction positively impact customer

retention intention, with path coefficients of 0.293, 0.276, and 0.242, respectively.

Moreover, hypothesis testing was conducted using bootstrapping, relying on both t-statistics and p-values. Detailed results are in Table 14 and Figure 2.

Table 10 presents the coefficient of determination (R-squared) values for customer satisfaction and retention intention: 0.517 and 0.505, respectively. These findings indicate that 51.7% of customer satisfaction can be explained by variables E-S-QUAL and bank service quality, with the remaining 48.3% influenced by other factors. Similarly, 50.5% of customer retention intention is attributed to E-S-QUAL, bank service quality, and customer satisfaction variables, while other variables influence the remaining 49.5%. Both R-squared values fall within the moderate category, below 0.75 ([Hair et al., 2018](#)).

Additionally, the  $f^2$  values provide insights into the impact on R-squared when a variable is removed ([Hair et al., 2018](#)). A  $f^2$  value of 0.35 indicates a significant effect, 0.15 a moderate effect, and 0.02 a small effect. Table 11 suggests that E-S-QUAL moderately affects customer satisfaction, whereas bank service quality has a minor impact. Furthermore, E-S-QUAL, bank service quality, and customer satisfaction collectively exert a minor effect on customer retention intention. Moreover, according to [Hair et al. \(2018\)](#), a Goodness-of-Fit (GoF) value of 0.1 indicates a trim fit, 0.25 a moderate fit, and 0.36 an oversized fit. Table 11 displays a GoF value of 0.5535, categorizing it as significant since it exceeds 0.36, indicating an adequate prediction of the research model by the dependent variables.

Based on Table 13, both E-S-QUAL and bank service quality positively influence customer satisfaction. Subsequently, E-S-QUAL, customer satisfaction, and bank service quality positively impact customer retention

intention. Furthermore, the hypotheses in this study are directional (one-tailed) as they indicate the relationship direction between variables.

Finally, hypothesis testing was performed using bootstrapping with t-statistics and p-values ([Hair et al., 2018](#)). A hypothesis is deemed non-rejected if the t-statistic exceeds 1.645 and the p-value is below 0.05. Table 14 illustrates that hypothesis H1a is accepted, suggesting that E-S-QUAL significantly and positively impacts customer satisfaction among digital banking customers. This finding is corroborated by [Meesala and Paul \(2018\)](#), [Hammoud et al. \(2018\)](#), and [Egala et al. \(2021\)](#). In digital banking, customer interaction primarily occurs online, where E-S-QUAL focuses on enhancing user experience. Customers derive satisfaction when the application meets their expectations for usability and efficiency.

Moreover, hypothesis H1b remains unchallenged, indicating that bank service quality significantly enhances customer satisfaction in digital banking, consistent with findings from [Egala et al. \(2021\)](#), [Natawijaya and Keni \(2018\)](#), and [Biswas et al. \(2023\)](#). Our study explores Bank Service Quality across dimensions of reliability, service charges, and service portfolios. These aspects are pivotal in digital banking features such as savings, investments, and transactions. Customers value seamless functionality without frequent system disruptions and appreciate low or waived service charges offered by some digital banks. The consistent delivery of these features and a diverse array of investment and savings products further bolsters customer satisfaction.

Hypothesis H2a stands uncontested, indicating that E-S-QUAL significantly and positively impacts Customer Retention Intention among digital banking customers. This finding is supported by earlier studies conducted by [Shankar and Jebarajakirthy \(2019\)](#), [Khan et al. \(2019\)](#), and [Egala et al. \(2021\)](#). Favorable

evaluations of E-S-QUAL encourage customers to maintain their relationship with the same digital bank. Customers value efficient time management in digital banking services, which fosters loyalty. Additionally, the assurance of data security further enhances their commitment.

Furthermore, hypothesis H2b was supported, demonstrating that bank service quality also positively and significantly affects customer retention in digital banking customers. This outcome is consistent with findings from [Shankar and Jebarajakirthy \(2019\)](#), [Boonlertvanich \(2019\)](#), and [Egala et al. \(2021\)](#). Optimal digital banking services enhance customers' intentions to continue using them. Given the uniformity of digital banking services across various companies, customers appreciate usability, affordability, and comprehensive features, bolstering their loyalty.

Meanwhile, hypothesis H3 was also supported, indicating that customer satisfaction significantly influences customer retention among digital banking customers. This finding is supported by [Alnaser et al. \(2018\)](#) and Cunningham and De Meyer-Heydenrych (2021). Satisfied customers continue using a digital bank when they perceive it meets their expectations, reinforcing loyalty.

Hypothesis H4a is also supported, indicating that Customer Satisfaction significantly mediates the impact of E-S-QUAL on Customer Retention Intention in digital banking customers. This result aligns with [Meesala and Paul \(2018\)](#), [Egala et al. \(2021\)](#), and [Haq and Awan \(2020\)](#). Various aspects of digital banking services contribute to customer satisfaction, such as ease of use, security, efficiency, interoperability, and issue resolution. As a result, satisfied customers are more likely to select that digital bank as their preferred choice, understanding the services offered.

Finally, hypothesis H4b also stands undisputed, indicating that Customer Satisfaction significantly mediates the impact of Bank Service Quality on Customer Retention Intention among digital banking customers. This finding is consistent with [Keni and Sandra \(2021\)](#), [Boonlertvanich \(2019\)](#), [Egala et al. \(2021\)](#), and [Haq and Awan \(2020\)](#). Positive emotional responses toward digital banking services encourage customers to continue choosing that bank. These responses arise from customers' confidence in the bank's reliability for financial activities, low service charges, and diverse service offerings, ensuring satisfaction and reinforcing loyalty.

## CONCLUSION

This study empirically analyzes the relationships between variables, specifically how E-S-QUAL, bank service quality, and customer satisfaction influence customer retention intention. The findings indicate that bank service quality and E-S-QUAL significantly impact customer satisfaction and retention. Moreover, customer satisfaction is pivotal in shaping customer retention and mediates the effects of bank service quality and E-S-QUAL. However, it is important to note certain limitations in this study. The study focused exclusively on Bank Service Quality, E-S-QUAL, Bank Service Quality, and Customer Satisfaction as independent variables. Additionally, the research surveyed only digital bank users in Jakarta, with a sample size of 194 respondents.

Theoretical implications for future research in similar areas are plentiful. Subsequent studies could explore other factors that enhance Customer Retention Intention among digital bank users. For example, investigating unique services offered by individual digital banks unavailable elsewhere could reveal additional factors influencing retention. Replicating our research model while exploring alternative Dimensions of E-S-QUAL

and Bank Service Quality would enrich the existing literature. Furthermore, expanding the respondent pool in future studies would enhance the generalizability of our findings.

Additionally, in practical terms, the research indicates that digital banks can boost Customer Retention through enhancements to their electronic service offerings. Key measures

include prioritizing smooth application experiences to reduce interruptions, ensuring prompt issue resolution by staff, and optimizing user costs. Additionally, focusing on delivering personalized services plays a pivotal role in elevating customer satisfaction and solidifying users' loyalty to digital banking services.

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