

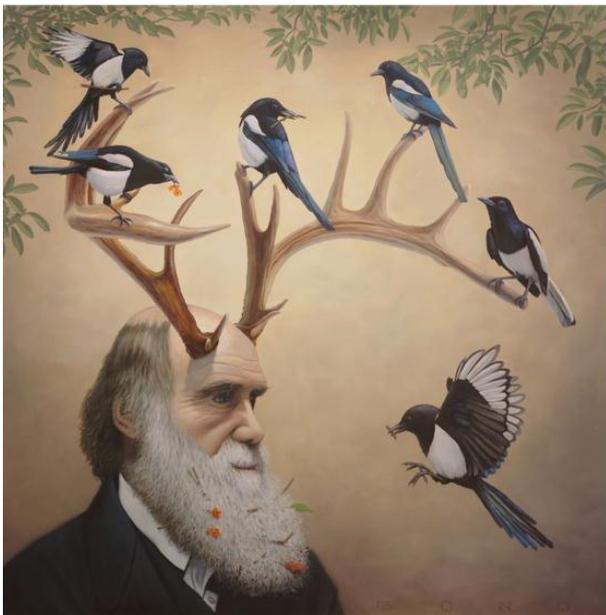
opción

Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,
Lingüística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 35, 2019, Especial N°

22

Revista de Ciencias Humanas y Sociales
ISSN 1012-1537/ ISSNc: 2477-9385
Depósito Legal pp 198402ZU45



Universidad del Zulia
Facultad Experimental de Ciencias
Departamento de Ciencias Humanas
Maracaibo - Venezuela

Developing The Brand Image Of Sharia Banking To Achieve Customers Equity

Sri Widyastuti¹, Dwi Kartini², Yevis Marty Oesman³, Yunizar⁴

¹ Department of Management, Faculty of Economic and Business, Universitas Pancasila, Jakarta Selatan, Indonesia

Email: widyastuti.sri@univpancasila.ac.id, ^{2,3,4} Department of Management, Faculty of Economics and Business, Universitas Padjadjaran, Bandung, Indonesia.

ABSTRACT

Purpose – This research was conducted to know how the performance of integrated marketing communication and customer relation management can influence the customer of Islamic Commercial Bank in Jabodetabek through the development of the brand image.

Design/methodology/approach – This research is descriptive and verification that used a survey as the data collection method to 218 customers who have mudharabah saving account in sharia banks in Jabodetabek, Indonesia.

Findings – The result of the study shows that customer equity can be achieved by the performance of integrated marketing communication and customer relationship management through the development of the brand image. Integrated marketing communication performance has a stronger influence than customer relation management performance to create customer equity.

Research limitations/implications – the limitation of this research is the research area that focused in Jabodetabek, Indonesia, and the research object that focused on sharia banks.

Practical implications – This research is very significant for sharia bank studies that focused on formulating the marketing communication strategy and customer relationship management program, as well as the effort to build a brand image, substantial customer equity, and ultimately become the most favored bank by customers.

Social implications: This research studied the customers of sharia banks in Indonesia. Indonesia has the most significant number of the muslim population in the world. This research will have implications for satisfying customers' needs emotionally and rationally sharia bank services. Customer's emotional needs that fulfilled for sharia banks are closely related to their religious beliefs. Rational needs met by Islamic banking service related to the speed of service, staff's hospitality, trustworthy, and reliable services. Thus, public confidence in Islamic banking services will continue to grow.

Originality/value –The result will give some point of views about sharia banking in Indonesia in achieving customer equity by developing a positive sharia bank image. Customer equity is produced by the customer lifetime value through retention in banking services, religious-motive-driven customer decision, and life-goal achievement/Falah.

Keywords – Brand image, customer equity, communication, relationship.

Article Classification – Research paper.

JEL Classification – M300

Desarrollando la imagen de marca de Sharia Banking para lograr la equidad de los clientes

RESUMEN

Propósito: esta investigación se realizó para saber cómo el desempeño de la comunicación de marketing integrada y la gestión de la relación con el cliente puede influir en el cliente del Banco Comercial Islámico en Jabodetabek a través del desarrollo de la imagen de marca.

Diseño / metodología / enfoque: esta investigación es descriptiva y de verificación que utilizó una encuesta como método de recolección de datos para 218 clientes que tienen una cuenta de ahorro de mudharabah en bancos de sharia en Jabodetabek, Indonesia.

Resultados: el resultado del estudio muestra que la equidad del cliente se puede lograr mediante el desempeño de la comunicación integrada de marketing y la gestión de la relación con el cliente a través del desarrollo de la imagen de marca. El rendimiento de la comunicación de marketing integrado tiene una influencia más fuerte que el rendimiento de la gestión de relaciones con el cliente para crear equidad de cliente.

Limitaciones / implicaciones de la investigación: la limitación de esta investigación es el área de investigación que se centró en Jabodetabek, Indonesia, y el objeto de investigación que se centró en los bancos de sharia.

Implicaciones prácticas: esta investigación es muy significativa para los estudios del banco de la sharia que se centraron en la formulación de la estrategia de comunicación de marketing y el programa de gestión de la relación con el cliente, así como el esfuerzo por construir una imagen de marca, una equidad sustancial del cliente y, en última instancia, convertirse en el banco más favorecido por los clientes .

Implicaciones sociales: Esta investigación estudió a los clientes de los bancos de sharia en Indonesia. Indonesia tiene el número más significativo de la población musulmana en el mundo. Esta investigación tendrá implicaciones para satisfacer las necesidades de los clientes emocional y racionalmente de los servicios bancarios de la sharia. Las necesidades emocionales del cliente que se satisfacen para los bancos de sharia están estrechamente relacionadas con sus creencias religiosas. Las necesidades racionales cubiertas por el servicio bancario islámico están relacionadas con la velocidad del servicio, la hospitalidad del personal, los servicios confiables y confiables. Por lo tanto, la confianza pública en los servicios bancarios islámicos seguirá creciendo.

Originalidad / valor: el resultado dará algunos puntos de vista sobre la banca de la sharia en Indonesia para lograr la equidad del cliente mediante el desarrollo de una imagen positiva del banco de la sharia. La equidad del cliente se produce por el valor de por vida del cliente a través de la retención en los servicios bancarios, la decisión del cliente basada en motivos religiosos y el logro de objetivos de vida / Falah.

Palabras clave: imagen de marca, equidad del cliente, comunicación, relación.

Clasificación del artículo - Trabajo de investigación.

Clasificación JEL - M300

Introduction

Sharia-principled banking was born due to the needs of many Indonesian Moslems. Indonesia has the largest population of Moslem in the world, about 88% of 264 million Indonesian populations (Worldometers, 2019). They have various banking transaction needs. The development of interest free-banking systems has brought a significant impact on the Indone-

sian banking system. Fundamentally, the sharia bank has not reached the goal of industry growth based on the grand-strategy of the sharia-banking market development that created the Sharia Banking Directorate (DPbS) of Bank Indonesia (central bank of Indonesia). Up to February 2019, the performance of sharia banks has not achieved the target established by the Indonesian Banking authority as much as 5% of the total banking industry market share. With the Depositor Funds from the customers, they should earn profit and future retention because of the customers' loyalty. They depend on the performance of the Islamic commercial banks to provide Customer Life Time Value (CLTV) which can satisfy customers as partners through superior product and service offering.

Sharia banks are expected to have a high ability to not only providing comfort to use the Islamic commercial banks for a life-time but also convincing their customers to increase their deposits and spreading positive news about Islamic commercial banks. Nevertheless, the groups of Moslems entrepreneurs and intellectuals who have become the customers of sharia bank are still stated their implausibility on the sharia bank service. Therefore, people do not have any clear understanding of the conceptual sharia bank service. These facts indicate that sharia banks do not have outstanding customer equity.

Moreover, half of heterogeneous Indonesian society still has the opinion that the products of sharia banks and conventional banks are just the same. These products are different in the aspect of terms and agreements. The misconception about the commercial image of sharia banks is merely about a bank with a profit-share system, and sharia bank is an Islamic bank (exclusively for Moslem). Thus, it becomes the reason why people are not convinced to use sharia bank services. On the other side, people recognize the conventional bank system that has superiority toward sharia banks in terms of their return, simplicity, technology, access, network, and sophisticated service (Sholihin, 2009).

The superior image of sharia bank is its 'Beyond Banking,' or a bank that more than just a bank which offers more various products and more varied financial scheme. This image covers the principles of fairness, honesty, transparency, interest-free, fraud risk-free, speculation-free, and free from other things that forbidden by sharia rules. However, it assumes that the brand image of sharia bank has not fully developed in the customer's mind. It is believed that many people are not aware of the status of the brand: a well-known Islamic commercial bank, pride, and happiness of using service. Moreover, it is believed that people are not informed about

the sharia banks from the emotional sides of the banks, i.e., sharia banks are identical with the implementation of sharing of profit which offers the feeling of comfort, fraud-free, trust, interest-free, and the equal position between the sharia bank and their customers.

Meanwhile, there is a lack of effective communication practiced by sharia bank in informing their valuable product and service through mass-media promotion. Integrated marketing communication can be done effectively in the context of social marketing (Hwajins, Bulmer & Eagel, 2011). The information delivery in increasing education/understanding of society on sharia bank is assumed not completely done since it cannot recruit customers as its target market by using integrated marketing communication activity. Therefore, sharia bank is not able to create a message through an honest promotion program, bonus/gift program, iB logo, and its slogan “Beyond Banking” (more than just a bank). Many trusted services which organize financial transaction, profit-share information, secure feeling on the savings and using halal fund investment have not entirely communicated well to their prospect customers.

Sharia economy system emphasizes on benefit concept on broader economic activity, not only beneficial in the ending of the action but also every transaction process. Hasan (2010) states that each good business will be able to maximize customer profitability. Each activity, including the transaction process, must refer to mashlahah concept and prioritize the fairness principle. This principle stresses on customer relationship management that always prioritizes ethics. The factors of comfort, accessibility, accuracy, security, function, bank image, site design become the critical factors in giving primary service to customers (Sadeghi and Hanzaee, 2010). However, the credibility of human resources through the performance, skill, and politeness are not entirely owned by sharia bank. It is believed that sharia bank is not completely able to implement customer relation strategies, such as in developing engagement between the sharia bank employees and the customers, openness in communication, and cooperative (ta’awun) attitude. In service marketing, sharia bank’s success depends on human resources since there will be direct contact between the human resources with the customers in giving service. The commitment of human resources, the skill of technology, and business need will improve customer relation management skill becomes superior (Coltman et al., 2011). This principle is implemented by a high-quality customer service, which is responded by istiqomah and silaturahmi behavior in the long term.

Based on the description mentioned above, this research aims to study the performance of integrated marketing communications, customer relationship management, and brand image to customers equity of sharia bank in Jabodetabek (Jakarta and its neighboring cities: Bogor, Depok, Tangerang, and Bekasi); the effect of integrated marketing communication and customer service management on the development of the brand image of sharia bank in Jabodetabek; the impact of integrated marketing communication and customer relationship management on the achievement of customers' equity; and the effect of integrated marketing communication performance and customer relationship management performance on customer equity of sharia bank through brand image. The implication of the study is giving insight into sharia bank management about performing superior marketing communication programs and customer relationship management for building a positive brand image of sharia banks. Thus, it can create strong customer equity that will influence Indonesian customers who prefer sharia banks as the provider of financial services to them.

Literature Review

Integrated Marketing Communications

Designing the program of marketing communication for service is different from marketing communication for goods. Service is process and intangible, while goods are tangible. Lovelock & Wirtz (2011) stated that metaphors often created by some companies to communicate the benefits of their service offerings and emphasize key points of difference relative to their competitors. Shriedeh & Ghani (2017) stated that building a positive long-term relationship with customers is urgent in the fierce market competition. From their study about the relationship of Integrated Marketing Communication (IMC) to customer equity in healthcare providers, customer involvement, long-term association, and problem-solving drive significantly to the improvement of customer equity. Nevertheless, the other variable of Integrated Marketing Communication, such as knowledge management and technology-based CRM, did not significantly impact on the customer equity.

Furthermore, according to Kotler & Keller (2012:500), marketing communication mix consists of advertising, sales promotion, event and experience, public relations and publicity, direct marketing, interactive marketing, word-of-mouth marketing, personal selling. Clow and Back (2012:24) mentioned that the coordination and integration of all mar-

keting communication tools, avenues, and sources into a comprehensive program designed to optimize the impact on customers and other stakeholders are covered by Integrated Marketing Communication (IMC). Mike (2002) explains in his research that communication strategy is executed by advertising because it has excellent audience scope but needs high promotion costs.

Haque, Ahmed & Jahan (2010) studied the success and failures of sharia banks in different countries and analyze advertisements to provide the guidance to create an effective sharia bank advertisement and promotion campaign. Mendez (2009), in his research, described the anthropology understanding, general ethnography, in integrated marketing communication. Haron and Azmi (2006) explained that the effectiveness of a sharia bank marketing strategy in Malaysia. Every communication strategy conducted by sharia bank is aligned with the stages of the hierarchy of effect model. Finne & Gro'nroos (2009) and Mihart(2012) state that internal and external factors have become one model that expands the view in marketing communication that influences integrated marketing communication in the customer decision-making process. Schultz & Charles (2009) and Sisodia & Telrandhe (2010) explain that in the different markets, it can be identified as a challenge that related to market culture and influences IMC development that proved by efficient promotion tools. The research from Schultz and Charles (2009); Finne & Gro'nroos (2009); Sisodia & Telrandhe (2010); Mihart (2012) underlies the research focus on Integrated Marketing Communication that formulated in the first hypothesis as follow:

H1 : The performance of integrated marketing communication influences brand image development.

Customer Relationship Management

Cravens & Piercy (2013), Customer Relationship Management (CRM) is a cross-functional of core business processes that concerned with improved stakeholders' value through the development of effective relationships with key customers and customer segments. There are three variables that affect the effectiveness of CRM strategy in banks: knowledgeability, the attitude of the employees, and two-way communication (Rootman, Tair & Bosch 2008). Krasnikov, Jayachandran, and Kumar (2009) study the implementation of CRM in the banking industry in America has an important role in developing marketing assets toward better performance. The company has a strong commitment to implement a CRM strategy because it has a positive result in profit since it improves

efficiency from time to time. The combination of investment commitment on human resources, technology, and business skill is needed to create superior CRM skill (Coltman, Devinney & Midgley, 2011). Ndubisi & Madu (2009) studies on female and male customers in retail banking sector in Malaysia stated that there is a relationship between relational marketing variable with the quality of company relation with its customer thoroughly.

Furthermore, the study about CRM usually examines about the impact of CRM on customer satisfaction and loyalty, as studied by Hassan & Awadh Bin-Nashwan (2017). It is because CRM recognized as the set of practice that company adopt to maintain and increase the customer base, a crucial thing in the typical sharia bank that very segmented in banking industry. In their study, there are three dimensions such as service quality, service access and complaints handling to measure the customer satisfaction and customer loyalty aspects in CRM.

The implementation of CRM in bank needs important stage such as integrating communication tool to fulfil the customer need, treat every customer as an individual and create an excellent customer relation and give long-life experience (Hui & Wei, 2012). Keshvari (2012) did a research in the financial institution in Iran. He found out that channel spread through internet for example, bank data regular update, excellent service, international customer satisfaction, improved cash flow management, and transaction safety affects positively on the customers' satisfaction. In its implementation, CRM has positive effect on profit efficiency. Jarrat & Katsikeas (2009); Khaligh, Miremadi, and Aminilari (2012); Hui & Wei (2012) explained in their research that the relation of CRM management infrastructure will contribute positively to customer interest, satisfaction and retention (customer performance). The positive CRM implementation is related to customer satisfaction.

Therefore, referred to the research by Ndubisi & Madu (2009); Jarrat & Katsikeas (2009); Coltman, Devinney & Midgley (2011); Khaligh, Miremadi, and Aminilari (2012); Hui & Wei (2012) in customer relationship management context, the second hypothesis of this study is:

H2: The performance of customer relationship management influences the brand image.

Brand Image

A brand can provide great benefit for the producers, as well as the customers. A brand can provide a certain level where a satisfied customer can choose a product easily, so that brand has an added value for the

customer. Furthermore, Kotler & Keller (2012) mentioned that a brand is a product or service which dimensions differentiate it in some way from other product or services designed to satisfy the same need. Ahmad, Rustam & Dent (2011), in their research stated that the understanding of the customers' perspective in choosing their banks may provide useful information for the bank senior manager. It helps them to allocate resources and to design exciting and promising products which can satisfy the customers better. Omar & Ali (2010) studied the role of powerful brand management in sharia banks in India. The researchers found out that marketing relationship can be conducted through performance, integrated customer satisfaction and brand loyalty as a part of management. Ghorban & Tahermejad (2012); Abdullah, et al. (2012) explained their finding about how customer loyalty strategy attribute can be implemented in business such as prize card and membership card. Zeynalzade (2012) states that purchasing is directly influenced by brand awareness and indirectly influenced by brand image.

The research conducted by Chen and Tseng (2010) confirmed that brand image has a direct and positive influence on brand equity on the whole. Finne & Gro'nroos (2009); Ahmad, Rustam & Dent (2011) in their research stated that the understanding of the moslem customers perspective in choosing their banks may provide useful information for the bank's senior manager. It helps them to allocate resources and to design exciting and promising products which can satisfy the customers better. Brand is an important relational tool in customer relation management of service company and brand is valuable for customers because they decrease the risk of consumptions (Aziz & Yasin, 2010). Moreover, Ansary & Nik Hashim (2017) explained about the relationship of brand image and equity. From this research, it implies that brand image influence positively to the brand attachment, attitude and brand awareness. The brand attachment and attitude are partially mediating the relationship of brand image and brand equity. Meanwhile, the product type and word-of-mouth have moderating effect to the relationship among brand image, brand equity drivers and brand equity.

The strong reputation of Islamic brand as well as better banking and finance service are the main factors that influences brand choice. Jones et al. (2009) stated that brand image has a positive effect on brand loyalty, brand loyalty has a positive effect on all of the brand equity. Service provider of Islamic banking can identify, understand and use customer to design specific strategy based on their motivation, hope and willingness.

Haque, Ahmed & Jahan (2010) describes the customer attitude toward a product or service is influenced by image accuracy of a product or service with customer concept.

Furthermore, the employees of sharia bank play an important role in increasing a good relationship with their customers and give a big influence on the company structure and culture. The research of Maxwell & Knox (2009) highlights about employee attribute that considered important and consistent to support company image. Nguyen (2010) had a research on the customers of finance service in Canada that personal relation is considered as an important element that determines a success of service process, personal contact performance and able to attract the target group and determine the company reputation. Religion faith and customer behaviour are the key elements to describe a group of wish and its ability to organize. Sharia bank structure appears to fulfil the need of moslem who must follow the prohibition to have interest-based transaction. Haque, Ahmed & Jahan, (2010) mentioned that Malaysian consumers have positive behaviour toward Islamic banking seen from demographic factor, service attribute and religious influence.

Based on the research done by Jones et al (2009); Hyun (2009); Maxwell & Knox (2009); Nguyen (2010); Aziz & Yasin (2010); Haque, Ahmed & Jahan (2010) in brand image underlies the third hypothesis formulation as follow:

H3 : Integrated marketing communication performance and customer relationship management influence brand image building.

Customer Equity

Customer equity is a present net value of future profit gained from all customers (Geoffrey,2009). Kotler & Keller (2012) stated that customer equity is a complementary concept to brand equity that reflects the sum of lifetime values of all customers for a brand. Customer Life Time Value (CLTV) is defined as the future revenue from acquisition, retention, expansion projection and customer- related cost (Bick, 2009). Hyun (2009) states that long term value of a company is really determined by the value of company customer relation that is called customer equity. Nguyen (2010) had a research on the customers of finance service in Canada that personal relation is considered as an important element that determines a success of service process, personal contact performance, to attract the target group and determine the company reputation.

Muksin et al. (2018) explained that the customer equity is influenced by: (a) value equity is the customer objective assessment of the utility of the bid based on customer thoughts about benefit, price to quality, price of defensibility and convenience value; (b) brand equity that reflected very emotional and subjective judgment of customer that offer beyond the objective value. This brand equity is built on the brand association to attract customers, brand awareness of product, and customer attachment of brand loyalty; and (c) retention equity that focused on retaining customers by offering satisfactory service such as retaining customer and extending customer relationship which better than finding new customer. In this research, it implies that customer trust, satisfaction and loyalty have a positive and significant effect to the customer's equity.

The effect of main customer perception is that customer value perception, brand and customer relation influence the loyalty and future selling (Verena, Evanscitzky & Ramaseshan, 2008). Holehonnur, Raymond & Hopkins (2009) states that quality and price – prestige relation functions as the booster of equity value. If a company is successful in using the booster, it will help them to evaluate and guarantee positive equity that influence the intention to buy a certain product. Chang & Li (2012) states that CLTV model is an effective and efficient way to evaluate the company relation with its customers. Dreze & Bonfre (2009) states that company that follows a CLTV maximum approach has a fewer customer base and less profitable than the one that follows the maximum strategy of customer equity. Moreover, Skiera, Bermes & Horn (2011) and Braun & Schweidel (2011) show that the high customer value has a strong customer base. On the other hand, Customer Equity Sustainability Ratio/ CCSR shows how a company still operate after a long term value creation or short term profit realization. Customer retention management depends on customer characteristic variation and customer ownership toward the company and specific tactic selected by the company. Hyun (2009) analyzed the presence of brand equity influence in forming customer equity directly and indirectly through value and relation equity while equity relation has a strong influence on customer equity.

Customer equity in Islam is reflected in a cooperation (ta'awun), an ethical foundation in Islamic trading/business (muamalah) (Kertajaya & Sula, 2006). In Islam, helping each other is an obligation of each muslim. This notion is not merely conducted in a small scope. To make sure that this cooperation is always for the goodness and devotion to Allah, it has to be systematized and followed the sharia rules. Islam as a complete way

of life has laid the foundation for muamalah aspect.

Based on the study done by Verena, Evanschitzky & Ramaseshan (2008); Holehonnur, Raymond & Hopkins (2009); Hyun (2009); Dreze & Bonfrer (2009); Skiera, Bermes & Horn (2011); Braun & Schweidel, (2011); Chang, Chang & Li (2012) in customer equity context, the fourth and fifth hypotheses are formulated as follow:

H4 : The performance of integrated marketing communication and customer relationship management influence customer equity attainment.

H5 : The performance of integrated marketing communication and customer relationship management influence customer equity attainment through brand image building.

Methodology

This descriptive and verificative research was conducted by collecting data on the field. Therefore, the methods used are descriptive survey and explanatory survey. The analysis unit in this research is the customers of iB mudharabah saving accounts in the sharia banks in Jabodetabek area. Data collection method were observation, interview, and questionnaires. This research assumed that the each customer of sharia bank in Jabodetabek owns one (1) iB saving accounts. This research select six (6) sharia bank of total eleven (11) sharia banks, so the samples are observed 218 samples (customer). Based on the research instrument validity test, all of the results are valid and research instrument reability test result in this research is reliable because Cronbach Alpha value is more than 0,6.

Result and Discussion

Customers characteristics that can be described based on the occupation, last education, age, religion, the period of saving, the possession of saving accounts in conventional banks, the average amount of saving and the choice of saving accounts used in sharia bank and the main reason of choosing sharia bank will be described below:

The result of descriptive hypothesis test implies sharia banks in Jabodetabek are unable to create attractive integrated marketing communication performance, unable to make a close relation in customer relationship management performance, and unable to build positive brand image and superior customer equity.

In this research, the majority of customers of sharia bank in Jabodetabekare private employees (41,7%) who relatively have various amount of income. Private employees consider that it is prestige to become customer of sharia banks. The job-related financial transaction became the

reason why the customers have the saving account in sharia bank. Based on the latest education of customer profile, the highest percentage is bachelor degree that accounts 56,4%. The education level is related with the pattern of selection on type of service including bank service. Customer with a high education tends to have more knowledge level and cognitive-based decision. Most of sharia bank customer are highly educated. It proves that the higher a person's education, the higher his/her awareness in using banking service. They believe in sharia bank because they feel safe and secure to save their money and to have transaction in this bank.

Based on customer age, the age of 30-40 years old becomes the majority of respondents (41,3%). This age is categorized into mature age of career path. Based on the religion, the majority of respondent has Islam religion (96,3%) and about 3,7% customers are non-Islam. It is caused by a trust factor of the non-moslem customers toward the sharia bank service and it also shows that Islam as rahmatanlilalamin to the universe.

Until now, the development of sharia bank is still focused on spiritual market of moslem and it is assumed only for moslem since they are reluctant to be the customers of conventional bank that uses interest-based saving. In this research, there is an emotional reason of 43,1% customers who choose sharia bank because of avoiding interest/riba, other profit share system reason is 29,4% and the reason of based on sharia is 9,2%. For the rational reason, sharia banks in Jabodetabek state that security factor is about 11% and satisfaction service reason is 5,5%. There is still an open chance for sharia bank to have market segment of non-moslem customers. If it can give banking service and facility from the best rational benefit side, sharia bank will be able to have the attention of non moslem prospective customers.

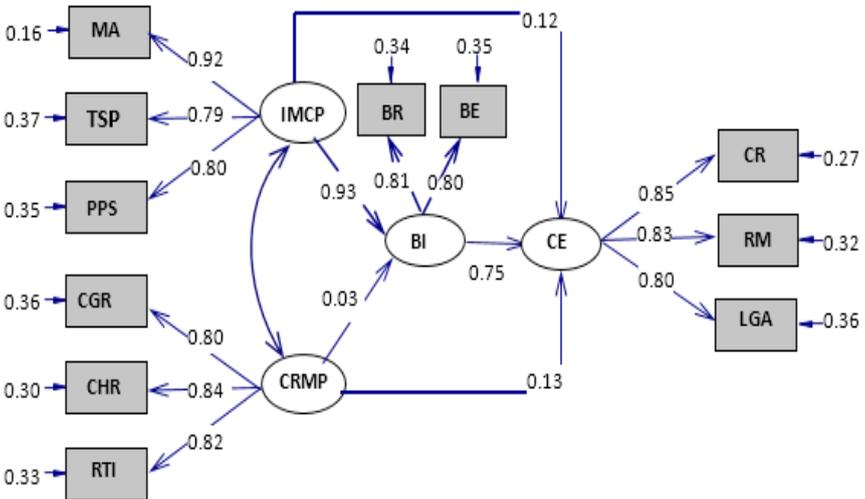
The non-moslem customers choose sharia bank because of their spiritualism reason about the benefit of profit share system. It is because there is a trust factor of non-moslem customer toward sharia banking system and shows that Islam is rahmatanlilalamin or a blessto the universe. Meanwhile, non-moslem customers choose sharia bank because of its security factor. The sharia bank can apply prudential principle in its operation that basically becomes an implemetation of risk management. Besides, in sharia bank, there is a sharia supervisor board that manage supervision function of sharia bank's compliance banking system.

The result of descriptive is customer perception on integrated marketing communication performance that manifested by the attractive message

variable such as honest advertisement message, transparent bonus/gift program, an iB logo that presented intelligently. Nevertheless, “Beyond Banking” slogan was not delivered communicatively. The research result shows that sharia bank has low ability to create interesting integrated marketing communication performance. It is because there is a low customer perception on customer relation management performance especially in commitment variable (silaturahmi relation) which indicate a high engagement, open communication, mutual-benefit relationship of service. Therefore, it can be concluded that sharia banks are not able to get a close relation management performance with customers.

Meanwhile, customer perception on brand image is observed through the variable of brand reputation of sharia bank as quite famous brand, quite respected, quite pleased, but less special for the customers. It implies that sharia banks are not able to create a positive brand image. Furthermore, customers are quite comfortable, quite sure to increase their savings, but they still do not want to share positive things about sharia bank as an indicator of perception on customer equity especially in customer retention variable. Therefore, this research result shows that sharia banks are not really able to reach excellent customer equity.

The result of verified hypothesis test uses statistics testing that described in a framework of the flow and connections among variables in which the relation is shown as structural equation model. A full model of SEM equation full model using LISREL 8.30 program resulted in a standardized model is shown below:



Source: Result of the Research

Chi-Square=43.35, df=38, P-value=0.25385, RMSEA=0.025

Picture2. SEM Calculation Result (Standardized Model)

The performance of integrated marketing communication positively influences the brand image. It means that the performance of integrated marketing communication can improve the success of sharia banks more in building the brand image. Therefore, partially, the variable of the performance of integrated marketing communication influences market brand image, but the customer relationship management performance of the sharia banks do not significantly influence the brand image built by the sharia bank. The variety of brand image building explained by the variable of integrated marketing communication performance and the variable of customer relationship management performance $R^2 = 0,93$, this means 93% of the changes in brand image building of sharia banks in Jabodetabekis positively influenced by the changes in the performance of integrated marketing communication and customer relationship management, while the rest of 7% is influenced by other factors that not included in this research.

Therefore, the performance of integrated marketing communication and the variable of customer relationship management has partially positive but weak influence in achieving excellent customer equity which means that the performance of integrated marketing communication and the variable of customer relation management has weak influence in improving the success of sharia banks in reaching the customer equity. Then, simultaneously, the amount of customer equity achievement variety explained by the variable of performance of integrated marketing communication and the variable of customer relationship management is $R^2 = 23\%$. This means 23% of changes that happens in the customer equity of sharia banks in Jabodetabek are influenced by the changes in the performance of integrated marketing communication and customer relationship management, while 77% is caused by the other factors that not included in this research.

The achievement of the brand equity explained by the variable of integrated marketing communication and the variable of customer relationship management through brand image is $R^2 = 0.95$. This means that 95% of changes happened in the sharia banks in Jabodetabek are affected

by the changes in integrated marketing communication and customer relationship management through brand image. The other 5% is caused other variables that not included in the research. The total estimation result obtained based on the research model can be seen in Picture 2. The result shows that brand image works as mediating variable (intervening). Baron and Kenny stated that complete mediation happens if independent variable does not influence dependent variable anymore after having mediation variable so that the direct impact is zero (0) relative. Partial mediation happens if independent variable does not influence dependent variable anymore after having mediation variable so that the direct impact is zero (0) relative. Furthermore, a deeper analysis is conducted by analyzing direct and indirect impact between integrated marketing communication performance and customer relationship management performance in achieving customer equity of sharia banks through the brand image.

The indirect impact of the variable of integrated marketing communication performance to customer equity through brand image is $(0,93 \times 0,75 \times 100) = 69,75\%$ and the indirect impact of customer relation management performance to customer equity through brand image is $(0,03 \times 0,75 \times 100) = 2,25\%$. This result shows that brand image is a mediating partial variable because the variable of integrated marketing communication performance and the variable of customer relationship management performance simultaneously causes more influence in achieving customer equity of sharia banks through the brand image. The brand image variable is also as a partial intervening variable. It is due to the influence between integrated marketing communication variable to customer equity and an influence between customer relation management variable to the achievement of Sharia banks customer equity.

This result informs that integrated marketing communication performance and customer relationship management performance have attractiveness and able to build a close relation with the customers so it will be able to motivate the superior customer equity achievement if it is able to build a good brand image. This result supports the opinion of Aaker (1996) and Kotler and Keller (2012) which said the brand equity will be higher as a result of the higher dimensions of the company brand image; those dimensions are the awareness of company image (company recognition), loyalty/recognition of the company image (company reputation), quality impression (affinity), brand associations (domain), other

assets such as legal right, distribution mechanism and many others. If the benefit sides of Sharia banks have been fulfilled, the brand image of sharia banks will be better and it may strengthen the distinctiveness of sharia banks to the customers. The reputation of sharia bank brand is formed in conjunction with given functional benefits. It supports the statement of Kotler and Keller (2012) about the brand that can give a lot of benefits to the producers and customers and can be in one certain stage which the satisfied customer can easily choose the product because the brand can provide added value for the customer. A good reputation for sharia banks will give more value to the customers. In summary, based on the score description of customers perception, the new brand image is not a not good enough. It is because the new brand image is not fully recognized based on the point of view of the brand reputation or brand emotional of sharia banks in Jabodetabek.

Therefore, the customer equity can be gained from the customers' comfortability in using the sharia banks, holding a good manner, gaining their purposes of life/falah. It can be obtained if sharia banks conduct the educative promotion, provide trustworthy service, and obey the policy of products and service. It is similar to the study of Dreze & Bonfer (2009) who stated that company follows implements CLTV maximization by following a customer equity maximization strategy. It can be done by implementing customer relation through a good-will close relation, credible human resources, and expertise in information technology. The research of Haque (2010) states that positive attitude toward Islamic banking is observed through demographic factor, service attribute and religious influence. It can create brand reputation and emotional power toward sharia banks. A famous brand reputation are created from happy feeling of customer, superior service, obedience on principals of justice, transparency in managing the customers' fund, trusted non-interest bank and obedience on principal of equality.

Conclusion and Advice

The performance of integrated marketing communication in sharia banks has not been able to create attractiveness for the customers. The performance of customer relationship management of sharia banks has not been able to create a close relation with the customers because it has not created a relationship commitment based on good will/silahturahim. Sharia banks have not been able to build positive brand image of the brand reputation and brand emotion. Customer equity of the sharia banks are not superior because, have not been able to offer products that according to

the purpose of life/ *falah* and not been able to create a religious motive, so it has not reached the customer retention.

The performance of integrated marketing communication and customer relationship management in sharia banks has simultaneously influenced the positive brand image development of the sharia banks in Jabodetabek. Based on the structural relation, it is found that brand image development is strongly dominated by the performance of integrated marketing communication. Customer equity can be achieved by the performance of integrated marketing communication and relationship management through positive brand image development which integrated marketing communication performance strongly influences and dominates more than customer relationship management performance. This model is very important to sharia banks to plan an integrated marketing communication strategy, customer relationship management program and the effort to build positive brand image so that it can reach a superior customer equity through achieving purposes of life/*falah* and religious purpose as well as customer retention that ultimately make the bank become an increasingly preferred bank by the customers.

The restrictiveness of this research is the research area that is limited in Jabodetabek area and only in sharia banks. In the future, the research object can be explored by researching conventional banks which have sharia business unit in Indonesia. The continuous research is also needed to study about the human resource professionalism with sharia paradigm, sharia character, vision and mission, and it can also study about sharia banking service quality. Besides, it can learn about brand visualization and brand activation programs that create advocated customers that is the smart customers as they have interest and loyalty who can bring influence and sustain the sharia banking brand. The further research could also be observed about the emotional branding and experiential marketing as the emotional values to please customers with love and create new experiences for the customers who use sharia banking services/products.

References

Abdullah, et al. (2012), The relationship between store brand and customer loyalty in retailing in Malaysia, *Asian Social Science*, Vol. 8, No. 2; p 171-184.

Ahmad, K., Rustam, G.A., and Dent, M.M. (2011), Brand preference in Islamic Banking, *Journal of Islamic Marketing*, Bingley, Vol. 2, Edisi 1; pg. 74.

Ansary, Amin and Nik Hashim, Nik M. Hazrul. (2017). Brand image and

- equity: the mediating role of brand equity drivers and moderating effects of product type and word of mouth. Springer, pp.1-35.
- Aziz, N. A. and Yasin, N. M. (2010), Analyzing the brand equity and resonance of banking services: Malaysian consumer perspective. *International Journal of Marketing Studies* Vol. 2(2).
- Baron, R.M. and Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*. 51(6): 1173-1182.
- Bick, G.N.C. (2009). Increasing shareholder value through building customer and brand equity, *Journal of Marketing*. 25 (1-2). 117-141.
- Braun, M. and Schweidel, D.A. (2011), Modeling customer lifetimes with multiple causes of churn, *Marketing Science* 30(5), pp. 881–902.
- Chang, W., Chang, C., and Li, Q. (2012), Customer lifetime value: A review, *Social Behavior and Personality*, Society for Personality Research, 40(7), p.1057-1064.
- Chen, C.F. and Tseng, W.S. (2010), Exploring customer-based airline brand equity: Evidence from Taiwan, *Transportation Journal*, 49, p 25-34.
- Clow, K.C., and Baack, D. (2012), *Integrated Advertising, Promotion, and Marketing Communications*, Global Edition, Fifth Edition, Pearson.
- Coltman, T., Devinney, T.M., and Midgley, D.F. (2011). Customer relationship management and firm performance, *Journal of Information Technology*, 26, 205–219
- Cravens, W.D. & Piercy, F.N. (2013). *Strategic Marketing*, Tenth Edition, McGraw-Hill Irwin, New York.
- Drèze, X. and Bonfrer, A. (2009), Moving from Customer Lifetime Value to Customer Equity, *Quant Mark Econ* 7, Springerlink.com, 289-320.
- Finne, A. and Gro'nroos, C. (2009), Rethinking marketing communication: from integrated marketing communication to relationship communication, *Journal of Marketing Communications*, Vol. 15, Nos. 2–3, April–July 2009, 179–195.
- Geoffrey N.C.B. (2009), Increasing shareholder value through building customer and brand equity, *Journal of Marketing Management*, Vol. 25, No. 1-2, Pp. 117-141.
- Ghorban, Z.S. and Tahernejad, H. (2012), A study on effect of brand credibility on word of mouth: with reference to internet service providers in Malaysia, *International Journal of Marketing Studies*, Vol. 4, No. 1; February pg 26-37.
- Haque, A., Ahmed, K., and Jahan, S.I. (2010), Shariah observation:

- advertising practices of Bank Muamalat in Malaysia, *Journal of Islamic Marketing*. Bingley. Vol. 1, Edisi 1; pg. 70.
- Hasan, A. (2010) *Marketing Bank Sharia*, Ghalia Indonesia, Bogor.
- Hassan, Haslinda and Awadh Bin-Nashwan, Saeed. (2017). Impact of customer relationship management (CRM) on customer satisfaction and loyalty: a systematic review. *Journal of Advanced Research in Business and Management Studies*. Vol. 6 (1), pp.86-107.
- Haron, S. and Azmi, N. (2006), *Marketing strategy of Islamic Banks: a lesson from Malaysia creating dynamic leaders*, Jan-March.
- Hawkins, J., Bulmer, S., and Eagle, L. (2011), Evidence of IMC in social marketing, *Journal of Social Marketing*, Vol. 1 No. 3, pp. 228-239.
- Holehonnur, A., Raymond, M.A., and Hopkins, C.D. (2009), Examining the customer equity framework from a consumer perspective, *Palgrave Macmillan 1350-23IX, Brand Management*, Vol. 17, 3, 165–180.
- Hui, I.Y. and Wei, K.K. (2012), Customer relationship management: Is it still relevant to commercial banks in Taiwan?, *International Journal of Business and Management*, Vol. 7, No. 1.
- Hyun, S.S. (2009), *Managing long-term customer value in the theme park industry: a customer equity-based approach*, *Journal of Travel and Tourism Research (Online)*. Kusadasi-Avdin: pg. 28, 27 pgs.
- Jones, E., et al. (2009), *Developing a strategic framework of key account performance*, *Journal of Strategic Marketing*, Vol. 17, No. 3 – 4, p 221-235.
- Jarratt, D.G. and Katsikeas, C.S. (2009), *How does relationship management infrastructure influence performance?*, *Journal of Marketing Management*, Vol. 25, No. 1-2, pp. 51-74.
- Kertajaya, H. & Sula, M.S. (2006), *Marketing Sharia*, Bandung: Mizan Pustaka, 166-167.
- Keshvari, R.S. (2012), *The impact of e-CRM on customers attitude and its association with generating competitive advantages in Iranian financial B2B context*, *Journal International Business Research*, Vol. 5, No. 4; pg 34-54.
- Khaligh, A.A, Miremadi, A. and Aminilari, M., (2012), *The impact of e-CRM on loyalty and retention of customers in Iranian telecommunication sector*, *International Journal of Business and Management*, Vol. 7, No. 2.
- Kotler. P. and Keller (2012) *Marketing Management: Analysis, Planning, Implementation, and Control*, Prentice Hall International, Inc. A Division of Simon & Scuster, Englewood Cliffs.

- Krasnikov, A., Jayachandran, S., and Kumar, V., (2009), The impact of customer relationship management implementation on cost and profit efficiencies: evidence from the U.S. commercial banking industry, *Journal of Marketing*, Vol. 73, November, 61-76.
- Lovelock, C. and Wirtz, J. (2011) *Service Marketing*, Global Edition, Seventh Edition, Pearson.
- Maxwell, R. and Knox, S. (2009), Motivating employees to “live the brand”: a comparative case study of employer brand attractiveness within the firm, *Journal of Marketing Management*, Vol. 25, No. 9-10, pp. 893-907.
- Mendez, C. (2009), Anthropology and ethnography: contributions to integrated marketing communications, *Marketing Intelligence & Planning Journal*, Vol. 27, Edisi 5; Pg. 633.
- Mihart, C., (Kailani). (2012), Impact of integrated marketing communication on consumer behaviour: effects on consumer decision – making process, *International Journal of Marketing Studies*, Vol. 4, No. 2, Bucharest, Romania.
- Mike, R. (2002), Building strong brands through the management of integrated marketing communications, *International Journal of Wine Marketing*, Volume 14, No. 3, 37-52.
- Muksin, Abdullah., Ruwaida, Ruwaida., Arifin, Zainal, Madyanti, Aniza Nur, Safri, Safri. (2018). Determinants of Customer’s Equity: An Empirical Studies on BPRS Customers in Ex Banyumas Residency Central Java. *International Review of Management and Marketing*, Vol. 8 (2), pp. 81-89.
- Ndubisi, N.O., and Madu, C.N. (2009), The association of gender to firm-customer relationship, *The International Journal of Quality & Reliability Management*. Bradford: Vol. 26, Edisi 3; pg. 283.
- Nguyen, N. (2010), Competence and benevolence of contact personnel in the perceived corporate reputation: an empirical study in financial services, *Corporate Reputation, Review*, Volume 12 Number 4, p 345-356.
- Omar, M.W. and Ali, M.N.M. (2010) Brand loyalty and relationship marketing in Islamic banking system, *Canadian Social Science*, Montreal, Vol. 6, Edisi 1; pg. 25.
- Rootman, C., Tait, M., and Bosch, J. (2008). Variables influencing the customer relationship management of banks, *Journal Of Financial Services Marketing*, London, Vol. 13, Edisi 1; pg. 52, 11 pgs.
- Sadeghi, T. and Hanzae, K.H. (2010), Customer satisfaction factors (CSFs) with online banking services in an Islamic country; I.R. Iran, *Jour-*

- nal of Islamic Marketing, Bingley: Vol. 1, Edisi 3; pg. 249
- Schultz, D.E. and Charles, H.(2009), The Evolution of IMC: IMC in a customer-driven marketplace, *Journal of Marketing Communications*; Vol. 15 Issue 2/3, p75-84, 10p.
- Sholihin,A.I. (2009),DilemaPerbankanSyariah, posted date Jan 13, 2010, 8:21 am.
- Sisodia, S., and, Telrandhe, N. (2010), Role of integrated marketing communication in modern Indian business, *International Refereed Research Journal* , Vol.– I, Issue –1.
- Skiera, B., Bermes, M., and Horn, L. (2011), Customer equity sustainability ratio: a new metric for assessing a firm's future orientation, *Journal of Marketing*, Vol. 75, 118 –13.
- Shriedeh, F and Ghani, N.H Abd. (2017). Impact of Customer Relationship Management on Brand Equity: Medical Tourist Perspective. *Research Journal of Business Management*, Vo.11 (1), pp.28-38.
- Verena,V., Evanschitzky, H., and Ramaseshan, B. (2008). Customer equity drivers and futuresales, *Journal of Marketing, American Marketing Association*, Vol. 72,98–108.
- Worldometers. (2019). World Citizen 2019. Retrieved from <<https://databoks.katadata.co.id/datapublish/2019/04/29/jumlah-penduduk-indonesia-269-juta-jiwa-terbesar-keempat-dunia>>
- Zeynalzade, A. (2012), Investigating the effect of brand awareness and brand image on purchase behavior of customers, *International Journal of Research in Social Sciences*, Volume 2, Issue 2.



**UNIVERSIDAD
DEL ZULIA**

opción

Revista de Ciencias Humanas y Sociales

Año 35, Especial No. 22 (2019)

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.

Maracaibo - Venezuela

www.luz.edu.ve

www.serbi.luz.edu.ve

produccioncientifica.luz.edu.ve