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Analysis of Digital Bank Services in Indonesia Based on Consumer Perception

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ABSTRACT
This study aims to find out that Financial Performance in a company that provides Digital Bank services can be influenced by consumer perceptions represented through the variables of Customer Experience, Customer Satisfaction and Customer Loyalty. The data were collected using a survey aimed at users of Digital Bank services in Indonesia which was then tested statistically by analysis of the Outer Model and the Inner Model using Partial Least Square (PLS). Unlike other studies, this study used NPS (Net Promoter Score) as an indicator of Financial Performance Customer Experience, Customer Satisfaction and Customer Loyalty. The results of the study showed that Customer Experience, Customer Loyalty and Customer Satisfaction had a positive effect on Financial Performance, Customer Experience had a positive effect on Customer Loyalty and Customer Satisfaction. This study also found that Customer Loyalty and Customer Satisfaction mediate the influence of Financial Experience on Financial Performance

***Keywords**: Digital Bank, Customer Experience, Customer Satisfaction, Customer Loyalty, Financial Performance.*

1. INTRODUCTION

The emergence of digitalization of technologies such as the Internet, mobile phones, smartphones, as well as other digital conveniences, has radically changed the world, individuals, businesses and in general, created changes in economic value[1]. Some of the reasons underlying the need for digitalization in banks are the development of new technology and also changes in consumer expectations [2].

Another reason is the changes that occur in the perspective of consumer expectations. Banks basically prioritize quality in providing services that are closely related to customer satisfaction, behavioral desires and customer loyalty [3]. Digital Banks have many variations, ranging from ATM (Auto Teller Machine), POS (Point of Sales), Internet Banking, Mobile Banking, Application Service, Phone Banking, and others. Through this platform, consumers can receive the services they want quickly. Digital consumers demand to have many choices, availability and direct access to the information and services they need. They expect fast, secure, and simple products and services. [2]. Therefore, the Bank needs to adapt to the expectations and habits of today's consumers.

Based on a statement from Bank Indonesia in [4], digital transactions in Indonesia have increased by 46.72% YoY to Rp 28,685.48 trillion as of September 2021. This achievement is projected to continue to grow 43.04% YoY to Rp. 39.130 trillion for the whole year. In the data submitted in Finder.com [5] currently as many as 25% of adults in Indonesia, which is equivalent to 47 million people have digital bank accounts. This figure is expected to increase every year until 2026 to reach 39% of the adult population in Indonesia or around 74 million people.

However, along with the increase in the number of digital bank customers in Indonesia, the number of digital crimes in Indonesia has also increased. There is a change in the pattern of digital interaction in society, providing space for the emergence of new types of crime in society. This is due to public ignorance and indifference to education regarding the use of digital assets.

The increasing number of customers will be a challenge for digital service providers in terms of security and services to be able to continue to increase profits which of course must be balanced with a good consumer experience in using Digital Bank products. Consumers want quality service, easy access and a good experience in using Digital Bank. Research on Digital Banks is increasingly being carried out and is increasingly attracting the attention of researchers around the world. Research conducted by Baptista, G. and Oliveira, T. [7] argues that M-Banking is a very important strategic change in a bank. Another opinion says that a business that continuously implements changes in digital technology will create new value and increase efficiency in terms of providing services to consumers [8]**.** Consumers need change, this is what makes banks have to make digital changes that focus on improving customer experience.

Several studies have stated that it is necessary to conduct research to determine and understand the influence of Customer Experience on the Financial Performance of banks that provide digital services [9]. Several previous studies also focused on discussing Marketing and Service Quality, Customer Satisfaction and Loyalty Relationships [10], Financial Performance from Banks [9]. These studies have not yet considered the influence of Customer Experience on the Financial Performance of a Bank.

In this study, we will use an approach towards consumers, by finding out from the perspective of consumers who use digital services to understand the relationship between consumers and the Financial Performance Bank of digital service providers. This research will understand the relationship between Customer Experience, Satisfaction, Loyalty and Financial Performance in the form of Net Promoter Score. This research will help digital service providers to understand their consumers in providing Digital Bank services, and also understand the value that consumers take for each product they use. The relationship between consumers and financial performance is worthy of research because banks are service providers where the benchmark for success is based on the experience gained by consumers ([11].

2. THEORETICAL REVIEW

2.1. Grand Theory

2.1.1. Expected UtilityTheory

In the theory of Expected Utility from von Neumann and Morgenstern in 1947 explained that consumers will always think rationally and maximize profits in every decision making [12]. In this theory, it is not intended to describe how consumers show actual behavior (descriptive) but how consumers should behave if they follow rational decision-making procedures (normative). In his analysis, the weakness of expected utility theory in explaining consumer behavior in decision making lies in the neglect of the "emotional" factor.

2.1.2. Motivation Theory

Motivation theory has a meaning as an energy in someone who can raise a level of enthusiasm in carrying out an activity, both originating from within oneself and from outside the individual. Motivation also has a definition as a process that explains the strength, direction, and persistence of a person in an effort to achieve goals (Robbins and Judge in [13]). Motivation is a process by which a person's efforts are energized and directed to achieve a goal.

2.1.3. Service Marketing Theory

Service marketing is identifying and finding what customers need. The main goal of marketing is to understand what is needed by focusing on customer habits. By fulfilling and understanding what is needed by the customer, customer loyalty will be formed. Loyalty increases with the fulfillment of customer expectations for the product or service. Customer loyalty is defined in two ways, as attitudes and habits. The definition of attitude is a distinct feeling that is capable of causing an individual's interest in a product or service.

Meanwhile, habit is the repeated purchase of a product or service at the same company [9]. Customer loyalty plays an important role in marketing relationships and is connected to the company's business sustainability and company profitability, which predicts future buying behavior [14].

2.2. Conceptual Variable

2.2.1. Financial Performance

Financial Performance is a set of measures used to assess the health of a bank including several forms of risk assessment [9], and is used as the main internal performance measure for each bank entity. A bank's financial performance is not limited to quantitative measures and can include indicators of customer relations and the quality of its relationships with other financial institutions [15]. Bank financial performance can also be measured by qualitative measures of customer perceptions. Mbama & Ezepue [8] chose to measure financial performance by using the Net Promoter Score (NPS). The Net Promoter Score (NPS) index has become part of the construction that leads to financial performance but indirectly through customer loyalty [16].

2.2.2. Customer Experience

Customer experience is conceptualized as a consumer's internal and subjective response to direct or indirect contact with the company. These responses can include cognitive, emotional, behavioral, sensory and social components, and may be intentionally triggered by the company based on product characteristics, brands or other elements, such as a company website or mobile application. It can also be indirectly caused by elements that are not necessarily under the company's control, such as online customer reviews, blogs, and virtual communities [17]. According to Mbama & Ezepue in [8], customer experience includes a series of interactions, for example, rational, emotional, sensory, physical, and spiritual interactions between customers, products, companies, the value created through a series of interactions and customer buying behavior. Customers compare expectations from services and experiences as they interact with offerings from companies in different services.

2.2.3. Customer Loyalty

Customer Loyalty can be defined and assessed by both attitudes and behavioral measures. The attitude measure refers to the desire to continue the relationship with the service provider while the behavioral perspective refers to the concept of repeated patronage [18]. Loyalty means the intention or tendency of customers to repurchase the same product or other products from the company for which they are loyal ([19]. Indicators of strong customer loyalty are positive things, recommendations, continuity and suggestions.

2.2.4. Customer Satisfaction.

Customer satisfaction is a transaction in the form of an opinion after or evaluation of an assessment from a customer after a purchase or a transaction or cumulative which means an overall evaluation of the number of purchases and experience of using the product or service. According to Chandra in [21] customer satisfaction is an understanding as the fulfillment of one's desires, expectations, needs and pleasures. Therefore, customer satisfaction occurs when customer expectations are met. According to Fusva et al satisfaction is a feeling of pleasure when customer expectations match the company's performance [18].

2.3. Relationship Between Variables

2.3.1. Relationship between Customer Experienced and Financial Performance

Expected Utility Theory, explains that the more consumers feel the value of using the service, the greater the benefits from the dimensions of quality, service, safe risk, perceived value, and convenience derived from the customer experience gained from using the service, then consumers will spend income. to maximize the value of the services received. Customer retention, advocacy and expense sharing are important customer outcomes that organizations need to drive to generate revenue growth. It is also clear that customer experience must be measured against the company's financial impact so that customer experience is used to build a customer experience business [22]. Research conducted by Grønholdt [23] states that digital customer experience affects company performance. The digital customer experience dimension studied is a model that has been empirically validated, and all relationships in the model are statistically significant. The analysis of the data presented provides evidence that digital customer experience affects business performance. The higher the value felt by consumers from the customer experience of using digital banking, the greater the income that consumers will sacrifice to get the value of the services received which then affects the income of a company.

2.3.2. Relationship between Customer Experienced and Customer Loyalty

According to Dirbawanto and Sutrasmawati in [24], customer loyalty is an important thing that every company must pay attention to in order to retain existing customers. Things that can be done by companies in maintaining customer loyalty is to improve customer experience. All company activities are directed at satisfying consumers, which then leads to customer loyalty which ultimately aims to make a profit. In intense and competitive competition, customer loyalty is an important thing that must be considered by companies in order to maintain loyalty so as to improve customer experience. There is an influence of customer experience on customer loyalty, namely the better experience obtained by consumers after shopping, it is expected that customer loyalty will increase.

2.3.3. Relationship between Customer Experience and Customer Satisfaction

According to Chandra [21] customer experience is a customer experience or customer evaluation of a service where the experience is dimensioned by feelings and social, this is related to the feeling of satisfaction felt by the customer if the customer's expectations or expectations are met. This can be assessed if the customer has a good experience with a service, then indirectly the customer feels satisfaction with its use and thinks to make a purchase or use the service continuously.

2.3.4. Relationship between Customer Loyalty and Financial Performance

The loyal customers are customers who are characterized by repeated purchases of products and services, defending the bank from bad comments by supporting the choices made by the bank. Loyalty in the banking sector is defined as a commitment held by customers to carry out financial transactions repeatedly over a long period of time [25]. Hallowell [26] said that a 5 percent increase in customer retention could lead to an increase in profits from 25 percent to 85 percent. According to Mbama & Ezepue [8] improving product quality will increase customer loyalty and profits through cross-purchase, recommendations, and low service costs, this also shows that increasing customer satisfaction and loyalty can increase profitability. The higher the loyalty given by a customer, the higher the financial performance of a bank.

2.3.5. Relationship of Customer Satisfaction and Financial Performance

According to Chandra [21] customer satisfaction is a feeling or evaluation of the customer towards the product or service. Customer satisfaction is the fulfillment of customer expectations or needs for products or services. The satisfaction goes beyond being willing to pay a premium, recommend the service and continue to use it. This can have an impact on the company's profits and reduce bank costs associated with providing services.

2.3.6. Customer Loyalty mediates Customer Experienced on Financial Performance.

Garrett in [27] emphasizes that customers become loyal because of the experience gained. Therefore, more and more companies today are focusing on creating stronger customer engagement and long-lasting experiences for their customers. Hallowell in [26] states that financial performance depends on customer loyalty. Loyal customers in the long term will increase sales and profits. Helgesen [28] found a positive and significant relationship between customer loyalty and the financial performance of Norwegian countries. Rashid et al, in [29] found that Bangladeshi Islamic banks are driven to gain financial benefits, and are motivated to improve service quality which ultimately increases loyal customers.

Financial performance is an indicator of how effectively a company can leverage its assets from key business models and generate revenue. This term is often used to measure the overall financial health of an organization over a certain period. Ensuring better service to customers is the ultimate goal to improve the financial performance of business organizations. Therefore, it is proven that customer loyalty will improve the bank's financial performance. Improving customer experience is important for customer loyalty, and ultimately company profitability. Loyalty has an interrelated impact between customer experience and bank financial performance.

The influence of the customer experience variable on the customer's financial performance through the loyalty variable shows that the customer experience that has been felt by the customer from the sacrifices given is able to improve financial performance directly and indirectly through the loyalty factor.

2.3.7. Customer Satisfaction mediates Customer Experience on Financial Performance

According to Mbama and Epezue in [8] customer satisfaction is the overall picture of the customer experience. To increase customer satisfaction, a company will provide good services such as good product quality, fast response, ease of use of banking functions. The performance of a company is a financial goal as a measure of the company's operations [30]. If the service provided by a company is good, then the customer is considered to have a good experience, this is also reinforced by customer satisfaction, because a good experience encourages customers to provide good comments because of the fulfillment of these expectations. This can have an impact on performance.

2.4. Research Models and Hypotheses

Based on the description above, the research model and hypothesis are described as follows:

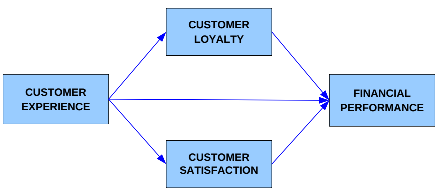

Figure 5. Research Model

H1: Customer Experience has a positive effect on Financial Performance.
H2: Customer Experience has a positive effect on Customer Loyalty.

H3: Customer Experience has a positive effect on Customer Satisfaction
H4: Customer Loyalty has a positive effect on financial performance.
H5: Customer Satisfaction has a positive effect on Financial Performance
H6: Customer Loyalty can mediate the prediction of Customer Experience on Financial Performance.
H7: Customer Satisfaction can mediate the prediction of Customer Experience on Financial Performance.

3. RESEARCH METHOD

3.1. Population and Sample

The population of this research is the users of Digital Bank mobile banking and internet banking services for financial transactions. Sample selection using non-probability purposive sampling method with the following criteria: aged 15 to 65 years, domiciled in the Greater Jakarta area, and using M-Banking or I-Banking services

3.2. Operationalization of Variables

Dependent Variable

Financial Performance as a dependent variable is measured using the Net Promoter Score (NPS) which refers to the research of Mbama and Ezepue [8]and Reichheld [31]. NPS is a benchmark to determine the level of satisfaction and loyalty of consumers to a service, product or company which is measured using a Likert scale from 1-10, the higher the value, the higher the CLV of the consumer.

Independent Variable:

Customer Experience

According to Thomas [32], customer experience is the total number of feelings or impressions that customers get as a result of customer interactions with the company, such as making product purchases, and using the company's services and business. Customer experience is measured using 5 indicators adopted from research of Mbama & Ezepue, [8]

Intervening Variables:

a. *Customer Satisfaction*

Keisidou et al in [9] explained that Customer Satisfaction is the difference between what consumers expect before using a product or service with the actual reality after using a product or service. Oliver in [33] stated that Satisfaction is a feeling that is obtained after getting an experience where expectations are met with a suitable product. If it is associated with bank services, it can be defined that customer satisfaction is the overall evaluation from consumers of the services/products that have been provided. Customer Satisfaction can influence consumer behavior in the practice of repeated purchases [34]. In this study, Customer Satisfaction was measured using 5 questions adopted from previous studies [8].

b. Customer Loyalty

Based on what Mullen A.J in [35] Customer Loyalty is a sign that differentiates between successful businesses and those that are not. Customer Loyalty has a big impact, especially for companies providing products and services, where loyal consumers are willing to repurchase the products and services provided [36]. Williams, P and Nauman, E. in [37] said that providing Customer Loyalty can be an initial screening of the company to get an overview of future Financial

Performance. Oliver in [33] adds that loyal consumers are those who continue to buy products/services repeatedly in the future regardless of offers and marketing from other competitors. This approach makes loyalty a consumer's tendency to behave in the future and facilitates their selection of the use of a product/service ([38]. In this study, Customer Loyalty was measured using 5 questions adopted from previous studies [8].

3.3. Data Analysis

The analysis method uses Structural Equation Modeling with the support of the SmartPLS [34]. Tests in data analysis include testing the outer model and testing the inner model.

3.3.1. Outer Model

The outer model is showing how the observed variables represent the latent variables to be measured. Tests carried out on the outer model are validity testing using convergent validity, and reliability testing using Cronbach's Alpha and Composite Reliability [39].

3.3.2. Inner Model

Inner model is a structural model that describes the relationship between latent variables [39]. In testing the inner model, it is divided into three parts, namely testing the coefficient of determination, Goodness fit test, and hypothesis testing

4. RESULTS AND DISCUSSIONS

4.1. Data Analysis

4.1.1. Outer Model Testing.

Outer Model Testing.has the aim of knowing the validity and reliability of the data and research models.

a. Convergent Validity Test

In the Convergent Validity test, it will be seen through the Average Variance Extracted value where the expected value is above 0.5.

Table 1 The value of Average Variance Extracted

Variable	AVE
Customer Loyalty	0,676
Customer Satisfaction	0,630
Financial Performance	0,873
Functional Quality	0,691
Service Quality	0,668
Perceived Risk	0,639
Perceived Value	0,694
Perceived Usability	0,830

In Table 1. above shows that AVE are above 0.5 for all variables. This shows that the selected variables meet the requirements of the validity test analysis

c. Reliability Test

Reliability test conducted using Cronbach's Alpha (must be > 0.5) and Composite Reliability (with value > 0.7). The results obtained are as follows:

Table 2 Discriminant Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Customer Loyalty	0,880	0,885
Customer Satisfaction	0,853	0,912
Financial Performance	0,927	0,895
Functional Quality	0,554	0,954
Perceived Risk	0,812	0,817
Perceived Usability	0,795	0,876
Perceived Value	0,562	0,907
Service Quality	0,505	0,819

In Table 2 it can be seen that the Composite Reliability value for all indicators is greater than 0.7 with a Cronbach Alpha value of more than 0.5. From these results, it can be concluded that the constructs measured have accuracy, precision and consistency. Thus, all indicators in this study are declared valid and meet the requirements of reliability test analysis.

4.1.2. Inner Model Analysis

a. Coefficient of Determination Testing (R-Square)

Table 3 Coefficient of Determination (R-Square)

	R Square
Customer Loyalty	0.468
Customer Satisfaction	0.613
Financial Performance	0.460

Table 3 shows the coefficient of determination (R-Square) for the Customer Loyalty variable of 0.468, which means the variability of customer loyalty can be explained by the customer experience variable in the model of 46.8%, where this result is included in the weak category. R-squared for the variable Customer Satisfaction is 0.613, which means that the variability of Customer Satisfaction can be explained by the customer experience variable in the model of 61.3%, this result is included in the moderate category. The R-square of the financial performance variable is 0.460. which means that the variability of financial performance which can be explained by the variables of customer experience, customer loyalty and customer satisfaction in the model is 46% which is included in the middle category.

b. Path Coefficient Test Results

The path coefficient test is intended to see the direct effect of the independent variable on the dependent variable in the model. An independent variable is said to have a significant effect on the dependent variable if the P Value < 0.05. The direction of influence is indicated by the mark on the Original Sample. The test was carried out using the bootstrapping method with the following results:

Table 4 Path Coefficient Test Results

	Original Sample	P Values
Customer Experience → Customer Loyalty	0.686	0.000
Customer Experience → Customer Satisfaction	0.784	0.000
Customer Experience → Financial Performance	0.081	0.210
Customer Loyalty → Financial Performance	0.415	0.000
Customer Satisfaction → Financial Performance	0.245	0.005

Based on the results as shown in Table 4. it can be explained that:

a) Customer Experience has a significant positive effect on Customer Loyalty;

b) Customer Experience has a significant positive effect on Customer Satisfaction;
c) Customer Experience also has a positive, but not significant, effect on Financial Performance;
d) Customer Loyalty has a significant positive effect on Financial Performance;
e) Customer Satisfaction has a significant positive effect on Financial Performance.

c. Indirect Path Coefficient Test Results

This test is intended to evaluate the ability of the mediating variable. The test results are shown in the table below

Table 5 Indirect Path Coefficient Uji Test Results

	Original Sample	P Values
Cust. Experience → Cust. Loyalty → Fin. Performance	0.284	0.000
Cust. Experience → Cust. Satisfaction → Fin. Performance	0.192	0.005

From the results of the Indirect Path Coefficient test, it can be seen that:

a) The Original Sample indirect effect value for the influence of Customer Experience on Financial Performance through Customer Loyalty is 0.284 with a significance value of 0.000 where this value is smaller than the alpha level of 0.05. Thus, the customer loyalty variable is able to play a good role in mediating the influence between customer experience and financial performance.
b) The Original Sample indirect effect value for the influence of Customer Experience on Financial Performance through Customer Satisfaction is 0.192 with a significance of 0.005 which is smaller than the alpha level of 0.05, so that the Customer Satisfaction variable is able to mediate the influence between customer experience and financial performance.

4.2. Discussions

Based on the statistical tests that have been carried out, it can be explained as follows:

1. The relationship between customer experience and financial performance shows an insignificant value, which means that the H1 hypothesis is rejected. This finding supports research conducted by Mbama and Ezepue [8] which found that customer experience has no effect on financial performance. Through these results, a conclusion can be drawn that the experience experienced by consumers is not a determinant of the financial performance of digital bank service providers. The indicators in the customer experience are not factors that affect financial performance. This can be due to the fact that people still do not have awareness and tend to be apathetic and lack of attention to several indicators that exist in customer experience, such as the perceived risk dimension which has the lowest AVE value. One reason is that the majority of respondents who filled out the questionnaire were female. Based on Susenas (2019) there is a consistent gap in internet access for women during the 2016 – 2019 period. Every year, the number of digital access is increasing, but its position is still below that of men. This can be caused by various things, such as difficulty and limited internet access, mobility that makes it difficult for women to access the internet, demands for roles that take up women's time, socio-cultural conditions that can hinder women from accessing the internet.
2. There is a positive influence of Customer Experience on Customer Loyalty. The better the consumer gets after shopping, the greater the customer loyalty. Retaining loyal customers is more profitable in the long run for the company than acquiring new customers. And creating a customer experience is a way to secure customer loyalty, expand customer base, increase company profitability, ensure company survival and create deeper relationships with customers on a personal level in the years to come. Of all the customer experience indicators used, the perceived usability indicator is the most dominant indicator. This means that the ease of transactions and the use of bank digital applications will make loyal customers with a good experience and use of bank digital services on a regular basis. The results of this study are reinforced by the research of Mbama and Ezepue [8], and Bennet and Molisani, [22].

3. Based on the results of the path coefficient test and the results of the t-test that have been carried out previously, it is found that Customer Experience has a positive influence on Customer Satisfaction, which means H3 is accepted. The results of this study are supported by the results of some research conducted by Mbama and Ezepue [8], Berraies and Hamouda in [40], and Bennet and Molisani in [22], who found that customer experience has a positive influence on customer satisfaction. Based on these findings, it can be concluded that the customer experience is the result of a person's interaction with the product and gives a reaction. A positive experience is able to give a distinct impression to the customer so as to reduce complaints or negative comments about the product, because the product is able to meet the expectations or expectations (satisfied) of the customer. So that the positive reactions of customers such as recommending the product to others.
4. The fourth hypothesis of this study shows a positive influence between customer loyalty and Financial Performance. Improving product quality will increase customer loyalty and profits through cross-purchase and recommendations. This also shows that an increase in satisfaction and customer loyalty can create an increase in profitability. This argument has linked customer loyalty with profits through benefits attributable to customers or the so-called customer lifetime value (CLV) with the company. Of all the customer loyalty indicators used, the most dominant indicator is the indicator of the statement that digital banking services provide a good experience and the use of digital services on a regular basis that will make customers continue to use the application, provide good reviews, provide recommendations to people. others for free and have a great desire to return to conducting digital bank service transactions that will improve financial performance. The results of this study are reinforced by research conducted by Mbama and Ezepue [8],
5. The results of this study prove the fifth hypothesis which states that customer satisfaction has a positive influence on financial performance. This statement is also reinforced by the results of research from Eklof et al.[16], Bennett et al[22] and also Mbama and Ezepue [8] which found that customer loyalty and customer satisfaction have a positive and significant influence on financial performance. Another result found is that customer experience has no significant effect on financial performance. This is reinforced by research conducted by Mbama and Ezepur in [8] which found that customer experience had no significant effect on financial performance. The results of this study also support research from Bennett and Molisani [22]. This shows that customer satisfaction can affect the profitability of digital bank service providers. This feeling of satisfaction is obtained through the expectations that arise from within the consumer in an effort to meet their needs. The sense of satisfaction obtained shows the expectations and needs that are met for the service in reality in the field who will continuously use the service product because it meets their needs and expectations.
6. The results of this study support the sixth hypothesis which states that Customer Loyalty mediates Customer Experience on Financial Performance. Customer experience which includes a series of interactions, such as rational, emotional, sensory, physical and spiritual between customers, products and companies, the value created through these interactions and customer buying behavior. Customers compare their service expectations and their experience of interacting with the company's offerings during different service contacts. With regard to the customer experience measure, the use of NPS, which captures the net result of good experiences minus bad experiences from what customers know about the company. They concluded that customer satisfaction occurs when the gap between expectations and customer experience has been closed. As such, banks must constantly seek customer opinions to improve their experience. The above-mentioned relationship between customer experience and purchasing behavior suggests that customer experience is mediated by marketing to increase satisfaction and customer loyalty, and its impact on organizational financial performance. With a good level of perceived quality from customer experience in functional quality (in terms of speed of access and ease of conducting business transactions), service quality (in terms of saving time with online and digital bank products), perceived risk (consumer data protection, transaction security and fast response in dealing with digital cyber), perceived value (saving transaction costs and saving transaction time), perceived ease of use (ease of use of applications and transactions) will increasingly make customers have a great desire to return to transactions using digital banking services and recommend banking services digital services to friends or colleagues, this will be further strengthened by the level of loyalty from customers when getting a good digital service experience and customers have the

intention to use bank digital services on a regular basis. The results of this study are reinforced by the research of Mbama and Ezepue [8].

7. Customer Experience has an indirect positive influence on Financial Performance mediated by Customer Satisfaction, which means that H7 is accepted. The results of this study are supported by Keisidou et al., that customer experience has an indirect influence on financial performance mediated by customer satisfaction [9]. Based on these findings, it can be concluded that if the customer has a good experience in using digital banking services, it is considered to meet the customer's expectations and provide satisfaction with the services provided to customers, so as to encourage customers to continuously use digital banking services. This is considered to be able to increase the frequency of service usage and customers who are satisfied with the service are indirectly a promoter for the bank which encourages the improvement of bank performance.

4.3. Conclusion and Implication

The following are the conclusions drawn from the results of this study.

Customer Experience has an insignificant positive effect on the financial performance of digital banking users, Customer Experience has a positive effect on Customer Loyalty of digital banking users, Customer Experience has a positive influence on Customer Satisfaction. There is a positive influence between customer loyalty and Financial Performance. Customer Satisfaction has a positive effect on the Financial Performance of digital banking users. digital banking users. Customer Loyalty mediates Customer Experience on Financial Performance. Customer Experience has a positive effect on the Bank's Financial Performance mediated by Customer Satisfaction of digital banking users.

The results of this study have the hope of having an academic and business impact and contribution for digital bank service providers on the grounds that the data obtained and analyzed is data that comes from consumers who eat digital bank service products.

Some suggestions that can be submitted are customer loyalty and satisfaction are things that need to be considered by the company. Based on the research results show that customer loyalty and customer satisfaction have a positive and significant impact on the company's financial performance. There are many ways that companies can do to be able to build loyalty and satisfaction in customers. But the most basic is to understand what the consumer needs. Satisfied customers are customers whose expectations are met, this satisfaction will create a sense of loyalty that causes customers to be loyal to use and continue to offer others to use digital bank services. In addition, from the results of the research, it is also known through the NPS of the current customer position, that there are still some customers who are in the position of passive customers. Digital bank service providers need to convert these passive customers to become promoters customers on the grounds that these promoter customers will provide greater profits for their companies, either directly or indirectly, by continuing to use products/services or by providing positive comments for products/services to customers.

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