Sharia And Trust: Uncovering The Influence Of Governance, Performance, And Religiosity On Non-Muslim Customer Loyalty In Islamic Banks

Sulkifra*, Rasmi, Edi Indra Setiawan

Faculty of Islamic Economics and Business, UIN Palopo, Palopo, Indonesia
*Corresponding email: Sulkifraaa@gmail.com

Abstract - *This study aims to analyze the influence of governance, performance, and religiosity on the loyalty of non-Muslim customers in Islamic banks, with trust as a mediating variable in this relationship. Although Islamic banks were initially designed to serve Muslim customers, the development of the industry has shown a significant increase in the number of non-Muslim customers. However, studies examining the factors influencing non-Muslim customer loyalty are still limited. This study used a quantitative approach by collecting data through questionnaires from non-Muslim customers in Islamic banks in Indonesia. The data were analyzed using Structural Equation Modeling (SEM) to test the relationship between the variables. The results indicate that corporate governance and performance do not have a positive effect on customer loyalty, which subsequently leads to customer loyalty. On the other hand, religiosity has a direct influence on customer loyalty. These findings emphasize the importance of religious values in building trust and loyalty among non-Muslim customers in Islamic banks. This research provides an important contribution to the development of Islamic banking management strategies to be more inclusive and effective in attracting and retaining non-Muslim customers.*

***Keywords**:* Customer Loyalty, Governance, Corporate Performance, Religiousness

I. INTRODUCTION

In recent years, Islamic banking has proven to be an alternative that is increasingly attracting global attention, particularly in Indonesia. Based on the principles of Islamic law (Bidabad, 2012), this system presents a different way of conducting financial transactions, prioritizing fairness, ethical values, and adherence to religious teachings (Abad-Segura & González-Zamar, 2020). This foundational principle has enabled Islamic banks to grow rapidly and compete in an era of booming conventional banks. A study conducted by Bank Indonesia shows that the level of Islamic financial literacy in Indonesian society continues to increase, along with a growing preference for Islamic financial products and services (Azizon et al., 2024). Another study from an international research institute also revealed that global Islamic banking assets have recorded higher growth than conventional banking assets in recent years (Ariss, 2010).

Data shows that total Islamic financial assets in Indonesia, excluding Islamic stocks, have reached trillions of rupiah, with Islamic banking as the largest contributor. By December 2024, total Islamic financial assets reached IDR 2,883.67 trillion, with Islamic banking holding the largest share. This growth is driven by supportive regulatory policies from Bank Indonesia and the Financial Services Authority, including regulations related to licensing, supervision, and customer protection, which have significantly increased public trust in the industry. This positive trend is reflected in the continued annual growth of Islamic Commercial Bank assets (Dinc et al., 2023). The major merger of three Islamic banks in 2021, which formed Bank Syariah Indonesia (BSI), was a significant milestone that accelerated the development of this sector, making BSI one of the largest national banks by assets. Furthermore, Islamic banking has demonstrated strong performance in collecting Third Party Funds (TPF) and disbursing financing, with consistent annual growth. The contribution of Islamic banking is evident not only in its substantial assets (Wajdi Dusuki, 2008), but also in its active role in supporting economic development, particularly through financing MSMEs and infrastructure projects (Raimi et al., 2024).

Although Islamic banks have shown significant growth (Hoque et al., 2022), several challenges remain, particularly in attracting the loyalty of non-Muslim customers. One major obstacle is the unequal perception and understanding among non-Muslim communities (Jikeli, 2023) regarding the concept and operation of Islamic banks. The limited range of products and services offered is also a major challenge affecting non-Muslim customers' loyalty to Islamic banks compared to more established conventional banks. Although innovation in financing products, investments, and digital services within Islamic banks continues to develop (Hijazin & Badwan, 2025; Qudah et al., 2023), the variety and comprehensiveness of these products still cannot match those offered by conventional banks, which have longer experience and wider operational networks. This situation limits the choices of non-Muslim customers, who tend to seek more specific and diverse financial solutions tailored to their needs.

This study aims to comprehensively analyze how Sharia governance, financial performance, and religiosity influence non-Muslim customer loyalty to Islamic financial institutions. The primary focus of the study is to determine the extent to which the application of Sharia principles in governance structures and operational effectiveness, as reflected in financial performance, can build and maintain loyalty among customers who are not directly connected to Islamic teachings. Therefore, this study seeks to fill the gap in knowledge regarding the factors that drive non-Muslim customer loyalty, a topic that has not been widely discussed in Islamic finance literature (Ashraf, 2021).

Research by Saiti et al. (2019) shows that the attractiveness of Islamic banking to non-Muslim customers is strongly influenced by aspects of fairness, transparency, and business ethics. The implementation of effective governance, particularly through the role of an independent Sharia Supervisory Board (SSB) (Bouteraa et al., 2024), increases perceptions of integrity and ethical compliance among non-Muslim customers. The trust formed from this perception forms a strong foundation for their loyalty, even without direct religious motivation (Dormandy, 2021). Furthermore, good financial performance has also been shown to encourage customer loyalty, including non-Muslims (Wisker, 2023), who assess a bank's profitability, service efficiency, and financial stability. Good performance reflects competent management and the Islamic bank's ability to provide value and financial security. While religiosity is a primary factor for Muslim customers in choosing Islamic banks due to adherence to religious teachings, for non-Muslim customers, these Islamic values are interpreted as universal principles such as justice, ethics, and social responsibility (ElMassah & Abou-El-Sood, 2022a, 2022b).

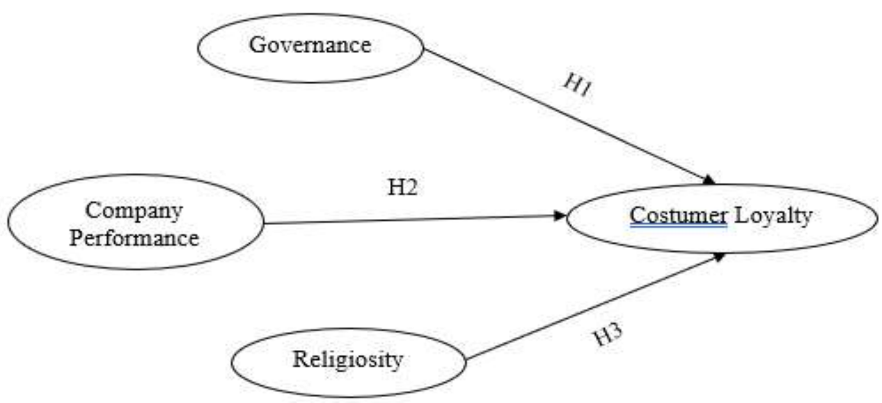
Research on the influence of governance, performance, and religiosity on customer loyalty in Islamic banks has largely focused on Muslim customers (Jan & Shafiq, 2021), while studies specifically examining the impact of religiosity on non-Muslim customer loyalty are still very limited. Furthermore, the influence of corporate governance and performance on non-Muslim customer loyalty has also not been studied in depth, even though these two factors have the potential to make important contributions to shaping loyalty. Previous research (Abror et al., 2023; Sungnoi & Soonthonsmai, 2024) on the role of trust in influencing non-Muslim customer loyalty also showed inconsistent and unclear results, so a more comprehensive study is needed to clarify this relationship. This research gap is also evident in how religiosity acts as a direct driver for Muslim customers. No research has specifically examined how non-Muslim customers' perceptions of the religiosity inherent in the Islamic banking business model itself, rather than the customers' personal religiosity, influence their attitudes and loyalty (Heriyati et al., 2025).

This study is novel because it specifically examines the influence of three key variables: governance, performance, and religiosity, simultaneously on the loyalty of non-Muslim customers in Islamic banks. Most previous studies have focused primarily on Muslim customers or examined only a subset of these variables. Consequently, research integrating these three factors specifically for non-Muslim customers is still very limited. This approach provides a more comprehensive understanding of the factors influencing non-Muslim customer loyalty in the context of Islamic banking. Another novelty in this study is the inclusion of religiosity as a variable with a specific focus on non-Muslim customer loyalty. Unlike previous research that examined religiosity as a driver of Muslim customer loyalty, this study shifts the paradigm by measuring not the personal religiosity of non-Muslim customers, but rather their perceptions of the religiosity inherent in Islamic banks themselves (Allayarova et al., 2024).

II. METHODOLOGY

This study used a quantitative research method with primary data collection through questionnaires. The data were obtained from respondents' completed questionnaires. The respondents were customers of Islamic banks, specifically non-Muslim customers who use Islamic banks. This study used a purposive sampling method to select non-Muslim customers who met the criteria. The scale used in this study was a 4-point Likert scale, ranging from 1 (strongly disagree) to 4 (strongly agree).

Figure 2 .1. Customer Loyalty Model from the Perspective of Non-Muslim Customers



This study employed variance-based structural equation modeling analysis. This study employed Structural Equation Model Partial Least Squares (SEM-PLS) to assess the measurement model and structural model, and to test the research hypotheses. Furthermore, this study used PLS to address the issue of non-normally distributed data.

III. RESULT

A. Data Analysis And Interpretation

1. Respondent Demographics

Based on Table 1.1, the majority of respondents in this study were entrepreneurial customers of Islamic banks. Furthermore, based on gender, the majority of respondents in this study were both female and male. Furthermore, the majority of respondents in this study were aged under 18 and over 35 years. Educational background ranged from elementary school to doctoral level. The following is a statistical overview of the demographics of the study respondents.

Table 1

Profile	Total	Precentage (%)
Gender		
Male	36	40%
Female	53	60%
Age		
18-25	61	68%
26-35	22	25%
36-45	4	5%
<56	2	2%
Last Education		
SMP/SMA/SMK	62	70%
S1/S2/S3	25	28%
Other	2	2%

Source: Primary Data Processing, Smart PLS4

2. Validity and Reliability

Validity and reliability tests are prerequisites for conducting PLS SEM testing. Methods that can be used include methods for assessing convergent validity, including average extracted variance (AVE), factor loadings, and reliability measures (composite reliability for this study).

Table 2

<table>
<tr><th>Construct</th><th>Items</th><th>Loadings</th><th>Composite Reliability</th><th>AVE</th></tr>
<tr><td rowspan="3">Customer Loyalty</td><td>I am satisfied with my overall experience as a sharia bank customer.</td><td>0.833</td><td rowspan="3">0.880</td><td rowspan="3">0.710</td></tr>
<tr><td>I feel that Islamic banks understand my banking needs as a non-Muslim customer.</td><td>0.874</td></tr>
<tr><td>I don't want to take the risk of switching to a new bank.</td><td>0.820</td></tr>
<tr><td rowspan="3">Governance</td><td>Sharia banks have an independent and competent Sharia Supervisory Board (DPS).</td><td>0.820</td><td rowspan="3">0.933</td><td rowspan="3">0.700</td></tr>
<tr><td>Islamic banks routinely disclose information regarding governance structures and performance to the public.</td><td>0.712</td></tr>
<tr><td>There are clear procedures for handling customer complaints.</td><td>0.795</td></tr>
</table>

	There are clear procedures for handling customer complaints.	0.883		
	Islamic banks have transparent and accountable procedures	0.876		
	The annual report of Islamic banks is easy to access and understand	0.917		
Company performance			0.968	0.860
	Sharia banks have succeeded in showing a significant increase in the number of customers.	0.954		
	Sharia banks always meet my expectations in every interaction and transaction.	0.955		
	I feel my problem was handled quickly by the Islamic bank.	0.890		
	Sharia banks manage human resources (HR) well.	0.931		
	Islamic banks use technology effectively	0.904		
Religiosity			0.960	0.801
	I feel that Islamic banks are honest and transparent in explaining Islamic contracts..	0.918		
	I believe that the profits I receive from Islamic banks come from halal sources.	0.937		
	Islamic banks actively contribute to social activities.	0.923		
	I feel that Islamic banks have a strong commitment to social justice and.	0.897		
	The sharia principles applied by this bank are in line with moral values.	0.943		
	I believe that Islamic banking contributes to the greater good.	0.734		

Source: Primary Data Processing, Smart PLS 4

The table shows that the validity and reliability tests for this study were conducted twice to obtain valid and reliable results. In the first test, several constructs were removed due to their inaccuracy and unreliability. The second test yielded valid and reliable constructs or variables. The table above shows that the AVE value is greater than 0.50, thus valid. The construct is reliable because its composite reliability value is greater than 0.70.

3. Hypothesis Testing

Table 3

	STDEV	**t-Statistic**	**P-Value**	**Hypothesis**
GV > CL	0.293	0.227	0.821	H1: Rejected
CP > CL	0.274	1.091	0.276	H2: Rejected
RL > CL	0.114	3.692	0.000	H3: Accepted

Source: Processed by the author, 2025

IV. DISCUSSION

Based on the results of the data analysis, the first hypothesis, namely that governance does not have a significant impact on the loyalty of non-Muslim customers in Islamic banks (Ali et al., 2022), is shown (Ali et al., 2022). This is because the decision to choose an Islamic bank for most non-Muslim customers is often driven by the practical benefits and tangible advantages they experience (Jamshed & Uluyol, 2024). Furthermore, Sharia principles must be adhered to in every aspect of Islamic banking operations to ensure that transactions are in accordance with Islamic teachings. This is an important guarantee for Muslim customers who want to ensure that their banking activities are free from riba (usury), maysir (gambling), gharar (gambling), and other prohibited elements, and prioritize fairness, transparency, and social responsibility (Islamic et al., 2025). However, for non-Muslim customers, ensuring Sharia compliance may not be a top priority because they are not bound by this religious obligation (Bachtiar et al., 2025; Hariani & Hanafiah, 2024). Therefore, they tend to pay less attention to details such as the role of the Sharia Supervisory Board or the Sharia compliance audit mechanism within the bank. It could be said that non-Muslim customers' primary focus is usually on service and financial benefits without considering compliance with Sharia principles. This research aligns with previous research conducted by (Ullah et al., 2023), which revealed that for non-Muslim customers, good governance is a basic standard expected of all types of banks. If an Islamic bank provides poor service, frequently experiences problems, or lacks transparency, customer loyalty, both Muslim and non-Muslim, will undoubtedly decline significantly (Raza Rabbani et al., 2021).

Furthermore, the second hypothesis states that company performance does not have a significant impact on non-Muslim customer loyalty in Islamic banks (Mochlasin et al., 2023). This may be because, for them, the most important factors are economic aspects and the quality of practical products and services, competitive products, attractive promotions, easy access through strategic locations (Rosário & Raimundo, 2021), and the quality of service they directly experience in their daily activities. Yildiz et al. (2024) and Alshater et al. (2022) in their studies revealed that a good company reputation can attract non-Muslim customers, but their loyalty is more influenced by economic benefits and ease of use of services than by company performance related to compliance with Sharia principles. Previous studies also revealed that service factors, typically considered part of a company's performance, do not always play a significant role in the decisions of non-Muslim customers (Noorliza, 2022), as they prioritize financial benefits and easy access to the products they need.

On the other hand, the findings of the last hypothesis indicate that religiosity has a significant impact or positive influence on non-Muslim customer loyalty (Ratnasari et al., 2021). Religiosity can play a significant role in increasing loyalty. Non-Muslim customers typically evaluate a bank based on financial benefits, such as profit sharing (Dandis et al., 2021). This is because their religiosity fosters strong trust in institutions, including Islamic banks, even if they are not Muslim. This trust arises because customers perceive Islamic banks to adhere to transparent, fair, and ethical principles, in line with their moral values (Sawmar & Mohammed, 2021). Previous literature (Dinh et al., 2022; Hidayat & Idrus, 2023) also shows that religiosity directly strengthens customer loyalty by increasing trust in the bank. Thus, non-Muslim customers with a certain level of religiosity tend to be more loyal because they believe the bank provides stable and ethically beneficial services (Alfawzan et al., 2024).

V. CONCLUSION

The research results show that non-Muslim customer loyalty to Islamic banks is influenced by several important factors. Religiosity is one of the main factors driving customer trust and commitment to Islamic banks, even if they are not Muslim.Furthermore, customer trust acts as a link that strengthens the relationship between religiosity and customer loyalty. Unfortunately, good Islamic bank performance and governance, reflecting the consistent application of Islamic principles, do not have a significant impact on increasing customer loyalty. Therefore, Islamic banks need to manage religiosity and trust in an integrated manner to attract and retain customer loyalty from various religious backgrounds, including non-Muslims. This approach will help Islamic banks compete effectively with conventional banks and strengthen their position in the financial market.

Recommendations for further research include conducting a more in-depth study of the influence of Islamic bank governance and performance, particularly on the loyalty of non-Muslim customers, given that most current studies still focus on Muslim customers. Furthermore, research could be expanded by including other variables such as bank image, service quality, and customer satisfaction as factors that act as mediators or moderators in the relationship between religiosity, trust, and loyalty.

VI. REFERENCE

Abad-Segura, E., & González-Zamar, M. D. (2020). Global research trends in financial transactions. Mathematics, 8(4). https://doi.org/10.3390/math8040614

Abror, A., Patrisia, D., Engriani, Y., Idris, I., & Dastgir, S. (2022). Islamic Bank Trust : the Roles of Religiosity , Perceived. Asia Pacific Journal of Marketing and Logistics, 34(2), 368–384. https://doi.org/10.1108/APJML-10-2020-0715

Abror, A., Patrisia, D., Engriani, Y., Wardi, Y., Hamid, R. S., Najib, M., Anuar, M. M., Battour, M., & Ratnasari, R. T. (2023). Antecedents of Muslim tourist loyalty: The role of Islamic religiosity and tourist value co-creation. Cogent Business & Management, 10(2). https://doi.org/10.1080/23311975.2023.2247871

Abu ALHaija, E., Lataifeh, A., Al-Haraizah, A., Meqdade, M., & Yousef, N. (2024). Ethical banking practices: a comparative analysis of Islamic and conventional banks in GCC countries. International Journal of Ethics and Systems, December. https://doi.org/10.1108/IJOES-08-2024-0254

Addo, A., & Senyo, P. K. (2021). Advancing E-governance for Development: Digital Identity and its Link to Socioeconomic Inclusion IT and government corruption in developing countries View project Digital Identity View project. January. https://www.researchgate.net/publication/348393587

Al Balushi, M. (2021). How internal transparency impacts organizational resilience. International Journal of Quality & Reliability Management, 38(5), 1246–1263. https://doi.org/10.1108/IJQRM-04-2020-0108

Aldoseri, A., Al-Khalifa, K. N., & Hamouda, A. M. (2024). AI-Powered Innovation in Digital Transformation: Key Pillars and Industry Impact. Sustainability (Switzerland) , 16(5). https://doi.org/10.3390/su16051790

Alfaisaly, R. A. (2024). Customer loyalty: a systematic literature review and future directions in the Islamic Financial Industry. Cogent Business & Management, 11(1). https://doi.org/10.1080/23311975.2024.2389464

Alfawzan, A., Tamvada, J. P., Aldhehayan, A., Temouri, Y., & Pereira, V. (2024). The impact of Islamic religiosity on innovation propensity. Technological Forecasting and Social Change, 207(August), 123598. https://doi.org/10.1016/j.techfore.2024.123598

Ali, S. A., Loussaief, A., & Ahmed, M. (2022). A comparative analysis of employees' and customers' attitude towards Islamic banking. International Journal of Ethics and Systems, 38(2), 209–234. https://doi.org/10.1108/IJOES-03-2021-0053

Alkhatib, A., Alshrouf, M., Shadid, M., AlZeer, I., Ajouz, M., Al-ramahi, N., & Binsaddig, R. (2024). Social Factors Affecting Customers' Orientation to Islamic Banks. Studies in Systems, Decision and Control, 503(January), 455–468. https://doi.org/10.1007/978-3-031-43490-7_33

Allayarova, N., Kadirov, D., Krisjanous, J., & Johnstone, M.-L. (2024). Liquid consumption and Islam: The Continual Drift Adjustment (CDA) framework. Journal of Islamic Marketing, 15(1), 101–123. https://doi.org/10.1108/JIMA-05-2022-0138

Alshater, M. M., Saba, I., Supriani, I., & Rabbani, M. R. (2022). Fintech in islamic finance literature: A review. Heliyon, 8(9), e10385. https://doi.org/10.1016/j.heliyon.2022.e10385

Alshehri, F., Fotaki, M., & Kauser, S. (2021). The Effects of Spirituality and Religiosity on the Ethical Judgment in Organizations. Journal of Business Ethics, 174(3), 567–593. https://doi.org/10.1007/s10551-020-04614-1

Ariss, R. T. (2010). Competitive conditions in Islamic and conventional banking: A global perspective. Review of Financial Economics, 19(3), 101–108. https://doi.org/10.1016/j.rfe.2010.03.002

Ashraf, D. (2021). Digital Finance and Artificial Intelligence: Islamic Finance Challenges and Prospects. SSRN Electronic Journal. https://doi.org/10.2139/ssrn.4199484

Azizon, A., Kasri, R. A., Indraswari, K. D., & Jatmiko, W. (2024). Beyond-money framing and customer decision to patronise Islamic banking: an experimental study. Journal of Islamic Marketing, 15(10), 2528–2548. https://doi.org/10.1108/JIMA-09-2021-0322

Bachtiar, W. F., Masruroh, N. A., Asih, A. M. S., & Sari, D. P. (2025). Halal food sustainable traceability: a multi-group consumer-centric acceptance and preference analysis. Journal of Islamic Marketing, May. https://doi.org/10.1108/JIMA-12-2024-0610

Bernacki, K., Keister, A., Sapiro, N., Joo, J. S., & Mattle, L. (2021). Impact of COVID-19 on patient and healthcare professional attitudes, beliefs, and behaviors toward the healthcare system and on the dynamics of the healthcare pathway. BMC Health Services Research, 21(1), 1309. https://doi.org/10.1186/s12913-021-07237-y

Bidabad, B. (2012). Diplomacy principles: an Islamic Sufi approach. International Journal of Law and Management, 54(4), 253–273. https://doi.org/10.1108/17542431211245305

Bouteraa, M., Chekima, B., Amin, H., Tamma, E., Lada, S., Ansar, R., & Lim, M. F. (2024). Does consumer religiosity matter for green banking adoption? Evidence from a Muslim-majority market. Journal of Islamic Marketing, 15(7), 1807–1823. https://doi.org/10.1108/JIMA-02-2023-0049

Cuesta-Valiño, P., Gutiérrez-Rodríguez, P., & Núnez-Barriopedro, E. (2022). The role of consumer happiness in brand loyalty: a model of the satisfaction and brand image in fashion. Corporate Governance: The International Journal of Business in Society, 22(3), 458–473. https://doi.org/10.1108/CG-03-2021-0099

Dandis, A. O., Wright, L. T., Wallace-Williams, D. M., Mukattash, I., Al Haj Eid, M., & Cai, H. (Huifen). (2021). Enhancing consumers' self-reported loyalty intentions in Islamic Banks: The relationship between service quality and the mediating role of customer satisfaction. Cogent Business & Management, 8(1). https://doi.org/10.1080/23311975.2021.1892256

Debnath, B., Shakur, M. S., Bari, A. B. M. M., & Karmaker, C. L. (2023). A Bayesian Best–Worst approach for assessing the critical success factors in sustainable lean manufacturing. Decision Analytics Journal, 6(September 2022), 100157. https://doi.org/10.1016/j.dajour.2022.100157

Dinc, Y., Çetin, M., & Jahangir, R. (2023). Revisiting the concept of Islamic financial literacy in a boundaryless context: cross-country comparison of Islamic financial literacy. Journal of Islamic Accounting and Business Research, 14(8), 1364–1382. https://doi.org/10.1108/JIABR-02-2022-0043

Dinh, H. P., Van Nguyen, P., Trinh, T. V. A., & Nguyen, M. H. (2022). Roles of religiosity in enhancing life satisfaction, ethical judgements and consumer loyalty. Cogent Business and Management, 9(1). https://doi.org/10.1080/23311975.2021.2010482

Dormandy, K. (2021). True Faith: Against Doxastic Partiality about Faith (in God and Religious Communities) and in Defence of Evidentialism. Australasian Philosophical Review, 5(1), 4–28. https://doi.org/10.1080/24740500.2021.2000187

ElMassah, S., & Abou-El-Sood, H. (2022a). Selection of Islamic banking in a multicultural context: the role of gender and religion. In Journal of Islamic Marketing (Vol. 13, Issue 11). https://doi.org/10.1108/JIMA-05-2020-0160

ElMassah, S., & Abou-El-Sood, H. (2022b). Selection of Islamic banking in a multicultural context: the role of gender and religion. Journal of Islamic Marketing, 13(11), 2347–2377. https://doi.org/10.1108/JIMA-05-2020-0160

Farrag, D. A. R., Murphy, W. H., & Hassan, M. (2022). Influence of category attitudes on the relationship between SERVQUAL and satisfaction in Islamic banks; the role of disruptive societal-level events. Journal of Islamic Marketing, 13(4), 843–867. https://doi.org/10.1108/JIMA-08-2020-0228

Ghorbanzadeh, D., & Rahehagh, A. (2021). Emotional brand attachment and brand love: the emotional bridges in the process of transition from satisfaction to loyalty. Rajagiri Management Journal, 15(1), 16–38. https://doi.org/10.1108/RAMJ-05-2020-0024

Guluma, T. F. (2021). The impact of corporate governance measures on firm performance: the influences of managerial overconfidence. Future Business Journal, 7(1), 50. https://doi.org/10.1186/s43093-021-00093-6

Hariani, D., & Hanafiah, M. H. (2024). The competitiveness, challenges and opportunities to accommodate the Halal tourism market: a Sharia-law tourism destination perspectives. Journal of Islamic Marketing, 15(3), 919–942. https://doi.org/10.1108/JIMA-05-2023-0147

Hasan, K., & Juhannis, H. (2024). Religious education and moderation: A bibliometric analysis. Cogent Education, 11(1). https://doi.org/10.1080/2331186X.2023.2292885

Hati, S. R. H., Putri, N. I. S., Daryanti, S., Wibowo, S. S., Safira, A., & Setyowardhani, H. (2022). Brand familiarity vs profit-sharing rate: which has a stronger impact on Muslim customers' intention to invest in an Islamic bank? Journal of Islamic Marketing, 13(8), 1703–1727. https://doi.org/10.1108/JIMA-08-2020-0247

Heriyati, P., Nugraha, K., Yadav, N., & Bismo, A. (2025). Decision analysis of the non–adoption of digital Islamic banking by Indonesian consumers: a structured equation modelling approach. Journal of Islamic Marketing, February. https://doi.org/10.1108/JIMA-09-2023-0273

Hidayat, K., & Idrus, M. I. (2023). The effect of relationship marketing towards switching barrier, customer satisfaction, and customer trust on bank customers. Journal of Innovation and Entrepreneurship, 12(1), 29. https://doi.org/10.1186/s13731-023-00270-7

Hijazin, A., & Badwan, N. (2025). The Impact of Financial Technology Development (FinTech) on the Profitability of Conventional and Islamic Banks Listed on the Palestine Stock Exchange. Journal of the Knowledge Economy, April. https://doi.org/10.1007/s13132-025-02622-y

Hopt, K. J. (2021). Corporate Governance of Banks and Financial Institutions: Economic Theory, Supervisory Practice, Evidence and Policy. European Business Organization Law Review, 22(1), 13–37. https://doi.org/10.1007/s40804-020-00201-z

Hoque, M. N., Rahman, M. K., Said, J., Begum, F., & Hossain, M. M. (2022). What Factors Influence Customer Attitudes and Mindsets towards the Use of Services and Products of Islamic Banks in Bangladesh? Sustainability, 14(8), 4703. https://doi.org/10.3390/su14084703

Hossain, M. A., Agnihotri, R., Rushan, M. R. I., Rahman, M. S., & Sumi, S. F. (2022). Marketing analytics capability, artificial intelligence adoption, and firms' competitive advantage: Evidence from the manufacturing industry. Industrial Marketing Management, 106, 240–255. https://doi.org/10.1016/j.indmarman.2022.08.017

Huang, N., Qiu, S., Yang, S., & Deng, R. (2021). Ethical leadership and organizational citizenship behavior: Mediation of trust and psychological well-being. Psychology Research and Behavior Management, 14, 655–664. https://doi.org/10.2147/PRBM.S311856

Islam, M. M., & Hasan, M. M. (2024). Islamic marketing of conventional banks: bridging managers' and clients' perceived gaps. Journal of Islamic Accounting and Business Research, May. https://doi.org/10.1108/JIABR-11-2023-0379

Islamic, T., Swt, A., Islamic, T., Islamic, T., Islamic, T., Muhammad, P., Nonetheless, S. A. W., & Therefore, A. S. W. T. (2025). Islamic Economic and Financial System.

Jamshed, K. M., & Uluyol, B. (2024). What drives to adopt Islamic banking products and services: is it shariah compliance or convenience? Journal of Islamic Marketing, 15(11), 2891–2915. https://doi.org/10.1108/JIMA-08-2023-0243

Jan, M. T., & Shafiq, A. (2021). Islamic banks' brand personality and customer satisfaction: an empirical investigation through SEM. Journal of Islamic Accounting and Business Research, 12(4), 488–508. https://doi.org/10.1108/JIABR-05-2020-0149

Jikeli, G. (2023). How Do Muslims and Jews in Christian Countries See Each Other Today? A Survey Review. Religions, 14(3), 412. https://doi.org/10.3390/rel14030412

Jones, T. W., Power, J., & Jones, T. M. (2022). Religious trauma and moral injury from LGBTQA+ conversion practices. Social Science & Medicine (1982), 305(December 2021), 115040. https://doi.org/10.1016/j.socscimed.2022.115040

Junaidi, J. (2021). The awareness and attitude of Muslim consumer preference: the role of religiosity. Journal of Islamic Accounting and Business Research, 12(6), 919–938. https://doi.org/10.1108/JIABR-08-2020-0250

Junaidi, J. (2022). Religiosity versus profit-loss sharing: how Islamic banks brand fidelity influence the Muslim consumers' commitment. Journal of Islamic Accounting and Business Research, 13(6), 960–976. https://doi.org/10.1108/JIABR-07-2021-0188

Jung, S.-U., & Shegai, V. (2023). The Impact of Digital Marketing Innovation on Firm Performance: Mediation by Marketing Capability and Moderation by Firm Size. Sustainability, 15(7), 5711. https://doi.org/10.3390/su15075711

Kassen, M. (2022). Blockchain and e-government innovation: Automation of public information processes. Information Systems, 103, 101862. https://doi.org/10.1016/j.is.2021.101862

Khan, R. U., Salamzadeh, Y., Iqbal, Q., & Yang, S. (2022). The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction. Journal of Relationship Marketing, 21(1), 1–26. https://doi.org/10.1080/15332667.2020.1840904

Kim, Y. J., Park, J. S., & Jeon, H. M. (2021). Experiential Value, Satisfaction, Brand Love, and Brand Loyalty toward Robot Barista Coffee Shop: The Moderating Effect of Generation. Sustainability, 13(21), 12029. https://doi.org/10.3390/su132112029

Mochlasin, M., Nadia Hasbullah, N., Muthohar, A. M., & Anwar, S. (2023). Customer switching behavior among Indonesian Muslims: Evidence from the merger of Indonesia's State-owned Islamic banks. Cogent Business & Management, 10(3). https://doi.org/10.1080/23311975.2023.2287781

Noorliza, K. (2022). Managing Halal Food Knowledge and Innovation: Small and Medium Food Enterprises' (SMFEs) Performance. In Contributions to Management Science (pp. 125–137). https://doi.org/10.1007/978-3-030-98160-0_10

Oubrich, M., Hakmaoui, A., Benhayoun, L., Solberg Söilen, K., & Abdulkader, B. (2021). Impacts of leadership style, organizational design and HRM practices on knowledge hiding: The indirect roles of organizational justice and competitive work environment. Journal of Business Research, 137(November 2020), 488–499. https://doi.org/10.1016/j.jbusres.2021.08.045

Qudah, H., Malahim, S., Airout, R., Alomari, M., Hamour, A. A., & Alqudah, M. (2023). Islamic Finance in the Era of Financial Technology: A Bibliometric Review of Future Trends. International Journal of Financial Studies, 11(2), 76. https://doi.org/10.3390/ijfs11020076

Raimi, L., Abdur-Rauf, I. A., & Ashafa, S. A. (2024). Does Islamic Sustainable Finance Support Sustainable Development Goals to Avert Financial Risk in the Management of Islamic Finance Products? A Critical Literature Review. Journal of Risk and Financial Management, 17(6), 236. https://doi.org/10.3390/jrfm17060236

Ramdani, A., Raji, R., & Ahmad, M. K. (2024). Exploring the concept and the communication principles of negotiation among Islamic corporate organizations. Journal of Islamic Marketing, 15(4), 1115–1135. https://doi.org/10.1108/JIMA-01-2023-0027

Ratnasari, R. T., Ula, U. F., & Sukmana, R. (2021). Can store image moderate the influence of religiosity level on shopping orientation and customers' behavior in Indonesia? Journal of Islamic Accounting and Business Research, 12(1), 78–96. https://doi.org/10.1108/JIABR-01-2017-0006

Raza Rabbani, M., Asad Mohd. Ali, M., Rahiman, H. U., Atif, M., Zulfikar, Z., & Naseem, Y. (2021). The Response of Islamic Financial Service to the COVID-19 Pandemic: The Open Social Innovation of the Financial System. Journal of Open Innovation: Technology, Market, and Complexity, 7(1), 85. https://doi.org/10.3390/joitmc7010085

Rosário, A., & Raimundo, R. (2021). Consumer Marketing Strategy and E-Commerce in the Last Decade: A Literature Review. Journal of Theoretical and Applied Electronic Commerce Research, 16(7), 3003–3024. https://doi.org/10.3390/jtaer16070164

Saiti, B., Ardo, A. A., & Yumusak, I. G. (2019). Why non-muslims subscribe to islamic banking? Qualitative research in financial markets. Qualitative Research in Financial Markets, Online Fir(June), 3–24.

Sarpong, F. A., Sappor, P., Nyantakyi, G., Ahakwa, I., Esther Agyeiwaa, O., & Blandful Cobbinah, B. (2023). From traditional roots to digital bytes: Can digitalizing ESG improves Ghanaian rural banks' brand equity through stakeholder engagement, and customer loyalty? Cogent Business and Management, 10(2). https://doi.org/10.1080/23311975.2023.2232159

Sawmar, A. A., & Mohammed, M. O. (2021). Enhancing zakat compliance through good governance: a conceptual framework. ISRA International Journal of Islamic Finance, 13(1), 136–154. https://doi.org/10.1108/IJIF-10-2018-0116

Soleimani, M., Dana, L. P., Salamzadeh, A., Bouzari, P., & Ebrahimi, P. (2023). The effect of internal branding on organisational financial performance and brand loyalty: mediating role of psychological empowerment. Journal of Asian Business and Economic Studies, 30(2), 143–163. https://doi.org/10.1108/JABES-08-2021-0122

Sungnoi, P., & Soonthonsmai, V. (2024). Investigating the brand equity strategy of halal food in a promising emerging Islamic market in a non-Muslim country. Cogent Business and Management, 11(1). https://doi.org/10.1080/23311975.2024.2327140

Supriyanto, A., Wiyono, B. B., & Burhanuddin, B. (2021). Effects of service quality and customer satisfaction on loyalty of bank customers. Cogent Business & Management, 8(1). https://doi.org/10.1080/23311975.2021.1937847

Ullah, S., Haroon, M., Hussain, S., & Rehman, A. U. (2023). Islamic labelling and corporate governance: a perspective of Shariah compliance firms. Journal of Islamic Accounting and Business Research, 14(6), 849–867. https://doi.org/10.1108/JIABR-03-2021-0108

Wajdi Dusuki, A. (2008). Banking for the poor: the role of Islamic banking in microfinance initiatives. Humanomics, 24(1), 49–66. https://doi.org/10.1108/08288660810851469

Wisker, Z. L. L. (2023). Inclusive marketing: Muslims' influence on marketers' behaviour in non-Muslim majority country: evidence from New Zealand. Journal of Islamic Marketing, 14(12), 3208–3227. https://doi.org/10.1108/JIMA-08-2022-0238

Yildiz, H., Tahali, S., & Trichina, E. (2024). The adoption of the green label by SMEs in the hotel sector: a leverage for reassuring their customers. Journal of Enterprise Information Management, 37(5), 1627–1657. https://doi.org/10.1108/JEIM-03-2023-0160

Zerbian, T., & de Luis Romero, E. (2023). The role of cities in good governance for food security: lessons from Madrid's urban food strategy. Territory, Politics, Governance, 11(4), 794–812. https://doi.org/10.1080/21622671.2021.1873174