Influence of relational bonding, trust and satisfaction on customer commitment and loyalty to Bank Jatim

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ABSTRACT
This study was aimed at examining the effect of relational bonding, trust and satisfaction on customer commitment and loyalty to Bank Jatim. Competition in the banking industry is very sharp nowadays, therefore Bank Jatim requires their management to improve performance to sustain and develop relationship marketing in order to always provide the best services. This is to ensure that customer confidence is maintained, permanent bonding of a long-term relationship in harmony is achieved; and still customer satisfaction is retained; in other for customers to remain committed always and be loyal to Bank Jatim. The population in this study are all customers of Bank Jatim, who bank in all branch offices in East Java, and uses banking services such as savings, checking and credit. The population is infinite because it is difficult to be certain of the number of customers Bank Jatim has. Based on accidental sampling, 240 respondents were used in this study. Structural equation modelling (SEM) was used to analyze the data; using analysis of moment structure (AMOS) series 5. It was observed that relational bonding, trust and satisfaction had significant effects on customer commitment. But relational bonding, trust, satisfaction, and commitment had no significant effect on customer loyalty.

INTRODUCTION

The environment in which organisations compete is dynamic and rapidly changing. Companies may not only maintain their services and promotions to attract new customers or developing markets, but also have to retain the existing customers and markets. One of the key factor responsible for a company to remain in existence in future depend on the ability of the company to maintain long-term relationships with their customers (De Madariaga and Valor, 2007). By building and maintaining relationships, companies can achieve higher financial performance (Sheth and Parvatiyar, 1995) and low customer turnover rate (Garbarino and Mark, 1999).

Marketing strategy set by companies are not solely oriented to the achievement of sales results but also emphasises satisfaction and retaining customer business objectives. The most appropriate approach in a highly competitive business environment is satisfying and retaining customers but this is not an easy task, given the rapid development of service industries that can spur the level of increasingly sharp competition. Therefore companies seek opportunities that can create customer satisfaction, so that customers can have trust and remain committed to using their products as well as maintain long-term relationships with the company; to enable corporate profits to increase.

Currently, the activities of people can no longer be separated from their banking activities. As a business of trust, banks are required to improve their services and establish mutually beneficial relationships between them and their customers which results in interdependency.

Competition in the bank is worsened by vigorous Foreign Banks that expand in domestic markets with a wide international network through excellent service provision and the use of advanced information systems,
making the level of competition even sharper.

Bank firms should be able to provide customer satisfaction, by developing a long term and sustainable relationship so that their customer can be committed to and remain loyal. Banking institutions must create a marketing strategy that gives a touch of good personal service by creating a two-way communication and building an aged-long relationship that is mutually beneficial to the customers (Dibb and Meadow, 2001). Berry and Parasuraman (1991) and Gronroos (1994) reported that relationship marketing proved to be one of the most successful approaches in maintaining, developing and improving long-term relationships to customers. This can be done by creating and delivering value relational bonding, satisfaction, and trust so that customers are motivated to commit to a relationship and make the long-term loyal customers. Similarly Henning-Thurai and Hansen (2002) reported that developing relationship marketing is not only a measure of loyal customers, but also of relational bonding, trust and satisfaction in the form of commitment.

Previous research about customer loyalty showed inconsistent results therefore, further research is still needed in this area with banking sector as an object. Thus, the purpose of this study was to determine and analyze relational bond, trust and satisfaction on customers commitment and customer loyalty of Bank Jatim.

**MATERIALS AND METHODS**

Bank Jatim is a commercial bank that is owned by local governments which is known as Provincial Development Bank (BPD). They provide a wide range of banking services. Bank Jatim was awarded the 10 BPD best for the category of excellent service in 2013. They also got the top 6 in 2013 and the top 4 in 2014, as classified by Marketing Research Indonesia (MRI). This is why the population in this study are all customers that have savings account, checking and credit in Bank Jatim. Based on the criteria that representative samples for SEM analysis is 5-10 times the number of manifest variables (indicators) of all latent variables (Solimun, 2002:83), the authors decided to engage 240 respondents from 39 branches of Bank Jatim in East Java.

**Statistical Analysis**

Structural equation modelling (SEM), analysis of moment structure (AMOS) and SPSS version 20.0 was used in the study. SEM is an integrated approach between factor analysis, structural model and analysis path (Solimun, 2002:66).

Lin et al. (2003) concluded that businesses can be built through customer relationships by developing one or several types of bonds.

There are three types of relational bonding: financial bonding, social bonding, and structural bonding. These are considered very important to maintain customer loyalty (Berry and Parasuraman, 1991).

Building a relational bonding between marketers and customers is very important in the development of long term relationships that create commitment to build customer loyalty.

In general, financial bonding is known as the lowest level to price stability, because competitors easily imitate. The second level (namely social bonding), focuses on social component to personalize the relationship and not easily imitated. Thirdly, structural bonding of relationship marketing offers a solution by providing the most potent means for differentiating competitors. Financial bonds is the provision of cumulative points given to customers who make a minimum transaction of Rp1,000,000, and are drawn to gain the gifts. Bank Jatim is also giving a free gift to each customers who open new savings or checking account. Social bonding can be formed from any communication and familiarity (Lacey, 2003; Morgan and Hunt, 2000) which in this study is reflected in the communication always performed by Bank Jatim staff with customers. For example, asking about customers and always reminding and sending birthday greetings to the customer’s or anything else that can be used to build a harmonious familiar bond with customers, which can make the customers more committed and loyal to the Bank.

Structural bonding can be measured by a reputable company and confidence benefit (Lacey, 2003; Boonajsevee, 2005; Morgan and Hunt, 2000). In this study, structural bonding was reflected by information system utilization to ensure customer safety and convenience when conducting online transactions such as using the authomatic teller machine (ATM) or internet.

Trust is also one of structural bonding dimensions that determine the extent to which the integrity and the promise offered by the company can be perceived by the customer (Yau et al., 2000). On the other hand, Barnes (2003:148) stated that trust involves the willingness of a person to behave in a particular way because of the belief that its partners will deliver what is expected. It is generally known that only promises or statements can be trusted. Based on Peppers and Rogers(2004:73) report, trust is manifested by credibility, reliability and integrity. Reliability is reflected by providing best services that increase customer trust, meanwhile credibility is represented by honesty when giving the information about the products and its risk to the customer. Integrity is reflected by consistency, a match between what is said and done, between thought and action. In terms of bank service, integrity constitute a match between what is said
about the products and services and realization.

Mowen and Minor (2002) reported that customer satisfaction is the overall attitude shown by the consumers when they feel satisfied with products or services received. Customer satisfaction can be measured by attributes of service quality (SERVQUAL). Lovelock (2005: 133) stated that there are five (5) measurement of SERVQUAL; and they are tangible, reliability, responsiveness, assurance, and empathy.

Commitment is defined as an attitude that reflects the desire to maintain valuable relationships and have been tested in marketing business to business (Gruen et al., 2000) and business to consumer (Bansal et al., 2004). This opinion is confirmed by Barnes (2003) who stated that commitment is a psychological state that is globally represented by the experience of dependence on a relationship. It can be concluded that commitment is a long-term orientation in relationship, including the desire to maintain relationship. Commitment is measured by continuance and is reflected by standardization service to all consumer (Gundlach and Murphy, 1993). It is important because it makes it difficult for customers to switch to another bank. Another advantage is reflected by the establishment of a good and close relationship to customer; so customers feel proud being a customer.

The last factor is normative commitment. It is reflected by good relationship toward customer and always maintaining long-term relationships. It is not easy to raise up a customer’s loyalty. It takes a long time and is done consistently through purchasing process repeatedly by corporate customers. Griffin (2002: 5) stated that customer loyalty is a commitment to defend indepth; it need purchase or re-subscription of selected products or services consistently in the future. It can be said that customer loyalty is customer repeat purchases of the products or services in the future, because of the great commitment, and then recommending it to others. Loyal customers are important asset to a company. Griffin (2002: 31) disclosed that loyal customers have characteristics such as conduct regular purchase or repurchase, buying outside the line of products or services (inter-line purchase of the product), recommending the products or services to others, and showing dislike to the appeal of products or services. It is not easy for a competitor to influence a loyal customer.

Influence of relational bonding to commitment and loyalty

Relational bonding between company and customer is a long-term strength, which can be built by developing one or several relationship bond (Lin et al., 2003b). Relational bond (which include social bonding, structural bonding, and financial bonding) can be used to build customer loyalty (Berry and Parasuraman, 1991, 1995; Chiu and Yi-Ching, 2005; Lin et al., 2003a). Morgan and Hunt (1994) disclosed that relationship between the service provider and the customer will be harmonious if the relationship is based on trust and commitment.

Influence of commitment satisfaction to loyalty

Previous study by Boonajsevee (2005) and Henning-Thurau and Hansen (2002) showed that increasing customer satisfaction can be used to build a stronger commitment to the company. Furthermore, Ndubisi (2007) stated that commitment that is performed continuously learning to provide the needs of customers with quality service, can improve customer satisfaction. Fullerton (2005), Kandampully and Suhartanto (2000), Henning-Thurau and Hansen (2002), Yen et al. (2009), Tsai et al. (2010), Sheng and Liu (2010) and Kusmayadi (2006) showed that satisfaction have positive effect on loyalty. It can be said that satisfaction have positive influence on loyalty.

Influence of trust on commitment and loyalty

Garbarino and Mark (1999) and Bloemer and Gaby (2003) found out that trust have significant effect on commitment. Another study by Morgan and Hunt (1994) showed that trust have significant effect on commitment in a relationship. Furthermore, trust have positive effect on customer loyalty (Ribbink et al., 2004; Kassim and Nor Asah, 2010; Chen et al., 2010; Akbar and Ahmad, 2011; Ouyang, 2010). Based on these findings, it can be concluded that customer loyalty will be visible if customers have a high confidence in the company.

Influence of commitment on loyalty

Morgan and Hunt (1994), Henning-Thurau and Hansen (2002), and Ndubisi (2007) reported that there were significant relationship between commitment and loyalty. Commitment is at the core of marketing relationship, which can be obtained by making customer a priority based on a long-term relationship that is mutually beneficial.

Based on the above explanation, a conceptual frame work of direct influence between variable relational bonding (X1), trust (X2), satisfaction (X3) as exogenous toward commitment (Y1) and loyalty (Y2) as endogenous variable can be illustrated (Figure 1).

Relational bonding is measured by indicators giving cumulative points and giving free gifts, as it reflects a financial bonding. Social bonding is reflected by communication and kinships. Structural bonding is reflected by utilizing information system and automatic
teller machines (ATM).

Trust in this study was measured by reliability of service products and best services. It can be reflected by employees providing best services. While credibility could be measured by honesty and trust worthiness of employee. The last is integrity and consistence between thought and actions.

Satisfaction is measured through indicators developed (Lovelock 2002), which covers five main dimensions of SERVQUAL. Satisfaction is measured by using tangible indicators such as comfortable waiting room and sophisticated equipment. Reliability is composed of employees who do what the system records the document that are reliable. Responsiveness is composed of the provision of clear information and the provision of facilities in service procedures. Assurance is composed of ability the of employees to answer questions about the product and try to understand customer desires. And empathy is composed of giving genuine concern and understanding customer problems.

Gundlach and Murphy (1995) classified commitment into continuance commitment, affective commitment, and normative commitment. Continuance commitment is defined as same service for each customer. Affective commitment is measured in the context establishment of a close relationship to customers so they feel proud being a customer of Bank Jatim. Normative commitment was good relationships to customer and maintain a long-term relationships. Based on the conceptual framework described above, hypotheses can be formulated as follows:

H1 Relational bonding has significant effect on the customers commitment of Bank Jatim.
H2 Trust has significant effect on the customer commitment of Bank Jatim.
H3 Satisfaction has significant effect on the customer commitment of Bank Jatim.
H4 Relational bonding has significant effect on the customer loyalty of Bank Jatim.
H5 Trust has significant effect on the customer loyalty of Bank Jatim.
H6 Satisfaction has significant effect on the customer loyalty of Bank Jatim.
H7 Commitment has significant effect on the customer loyalty of Bank Jatim.

RESULTS AND DISCUSSION

Validity test was used to measure represent latent variables and appropriate opinions. Hair et al. (2010)
Table 1. Summary of results of testing hypotheses.

<table>
<thead>
<tr>
<th>Direct impact</th>
<th>Hypothesis</th>
<th>Testing results</th>
<th>Characteristic testing</th>
</tr>
</thead>
<tbody>
<tr>
<td>X₁ → Y₁</td>
<td>Relational bonding has significant effect on commitment</td>
<td>Accepted  ( p = 0.049 &lt; 0.05; CR=2.123 &gt; 2 )</td>
<td></td>
</tr>
<tr>
<td>X₂ → Y₁</td>
<td>Trust has significant effect on commitment</td>
<td>Accepted  ( p = 0.005&lt; 0.05; CR=2.832 &gt; 2 )</td>
<td></td>
</tr>
<tr>
<td>X₃ → Y₁</td>
<td>Satisfaction has significant effect on commitment</td>
<td>Accepted  ( p = 0.000 &lt; 0.05; CR=5.037 &gt; 2 )</td>
<td></td>
</tr>
<tr>
<td>X₁ → Y₂</td>
<td>Relational bonding has significant effect on Loyalty</td>
<td>Rejected ( p = 0.329 &gt; 0.05; CR=0.976 &lt;2 )</td>
<td></td>
</tr>
<tr>
<td>X₂ → Y₂</td>
<td>Trust has significant effect on Loyalty.</td>
<td>Rejected ( p = 0.651&gt; 0.05; CR=0.453 &lt;2 )</td>
<td></td>
</tr>
<tr>
<td>X₃ → Y₂</td>
<td>Satisfaction has significant effect on Loyalty</td>
<td>Rejected ( p = 0.138 &gt; 0.05; CR=1.482 &lt;2 )</td>
<td></td>
</tr>
<tr>
<td>Y₁ → Y₂</td>
<td>Commitment has significant effect on Loyalty</td>
<td>Accepted ( p=0000 &lt; 0.05; CR = 3.737 &gt; 2 )</td>
<td></td>
</tr>
</tbody>
</table>

Source: Output of SEM test.

defined that indicator variable is declared eligible as a constituent of the construct, if it has a loading greater than or equal to 0.4 in the sample as many as 200. While the calculation using the program AMOS series 5 shows that the results of all the indicators loading factor greater than 0.4. It can be concluded that all the indicators in this study are valid and can be used as a research instrument to obtain research data.

Reliability testing can be done in two ways, namely construct reliability and variance extracted, where the cut-off value of 0.6 and construct reliability minimal variance extracted cut-off value of at least 0.50. While based on survey results revealed that the cut of the value of all the variables construct reliable values greater than 0.6 and variance extracted values greater than 0.50. Thus all the indicators stated reliable and can be used for instruments in acquiring research data.

Data is determined to be normally distributed, both in univariate and multivariate when critical ratio (CR) at skewness is between -2.58 to 2.58 with a significance level of 0.01(1%) (Ghozali, 2005). Based on normality test results, found that both univariate and multivariate CR values are still out side the ±2.58. Thus it can be said that the data in this study are normally distributed in both univariate and multivariate. Based on descriptive statistics, showing that in univariate, there are outliers in the data of this study because of some indicators of research has value Z score lower than or equal to 3. Results Mahalanob is the distance of 36 observed variable, which has a value mahalanob is highest d-squared =84.004, greater than \( \chi^2 \) (82, 0.01=114.68), thus it can be concluded that there is no multivariate outlier in this study.

Testing the model in SEM aims to determine the suitability of the model in this study result is known that all the criteria have contents concordance between the model with the data of research or in other words the model study had the goodness of fit is good so no need for modification. Interpretation of the relationship between variables in there search hypothesis testing, in which to accept and reject the hypothesis is done by looking at the p-value. If the p-value is smaller than the specified significance level equal to 0.05, so the hypothesis is accepted. But if the probability value is greater than 0.05, the hypothesis is rejected. CR also be used to see significant or not significant relationship between variables partially, provided that if CR is greater than 2, it indicates that the variable is significant (Ferdinand, 2006). Based on causality relationship results, the hypothesis testing results can briefly be seen in the Table 1.

From the results of model of path analysis of Table 1, it can be seen in overall, partially paths affect significantly. The first hypothesis is expected relational bonding has a positive and significant effect to commitment. Based on the result of path analysis in the coefficient of direct path of relational bonding on commitment, it is obtained the that \( \gamma=0.155 \) with CR equal to 2.123 and p-value 0.049. Because the value of CR>2 and p<0.05, \( H_1 \) is supported. This meant that if the Bank Jatim can maintain well relation bonding with, through increased kinship has always done its employees in providing services to all customers, make customers have a high commitment to always use the services of Bank Jatim.

Relation bonding are built through communication, which is performed by the employees of Bank Jatim always say hello and ask about our customers and constantly reminding and send a birthday greeting when customers birthday, can contribute in influencing ties against commitments. This is in accordance with the opinion of Wilson and Mummalameni (in Gounaris et al., 2003), which states that if there is a strong social bond, then the customer will commit to maintain the relationship. The same thing was stated by Morgan and Hunt (2000) in his research that states, when the socialization, all parties involved in a relationship will share the values and norms of relations. Communication and kinship are often carried out during the interaction, so that it can be used to resolve disputes and correct perceptions and build hope. This could encourage a commitment to remain in a relationship. Good interaction between employees and customers, which is done with a
high commitment of Bank Jatim done to improve the performance and range across all lines of Bank Jatim, can improve customer commitment to use the services of Bank Jatim in meeting the needs of banking products. The bank's reputation can also be used to increase commitments such as the use of information systems that can facilitate customers in transacting through extensive ATM network that is connected online, and is well maintained.

Customers who know their employees well, can encourage a commitment to always be in touch with the Bank Jatim. This is consistent with the findings of Lin et al. (2003a) that suggests that commitment depends on the ability to interact performed repeatedly between the customer and the service provider, so it can help customers assess the credibility and quality of service providers. So ties and contribute to high commitment. This study seems to support previously research of Lacey (2003) and Gounaris et al. (2003) that bonding have a significant effect on commitment.

As expected in the second hypothesis (H2), the level of trust has a positive and significant impact on the level of customer commitment; it obtained CR equal to 2.283 with p-value = 0.005. Because the value of CR > 1.96 and p < 0.05, the H2 is accepted. This meant that if the Bank Jatim can maintain the trust properly, will be able to increase customer commitment.

Companies that have employees trustworthy customers, it will be easier to develop long-term relationships with customers. Trust can be built to provide a sense of security against the funds saved, confidential customer security, thoroughness customer service/teller, customer security is also at the time of the transaction. The confidentiality performed one ach customer transaction, together with confidentiality. Trust must be maintained to build higher customer commitment to always use the banking services of Bank Jatim. Trust is a powerful contributor to the commitment in maintaining a relationship.

Berry and Parasuraman (1995) states that the trust reduces uncertainty and vulnerability in particular services that are difficult to evaluate because it is intangible, complex and technical. In this case customers find it difficult to assess the quality of the bank, so the assessment focuses on trust. Based on Boonajsevee (2005) and Garbarino and Mark (1999) who found significant effect on the confidence of commitment. Trust plays an important role in building a relationship because the commitment which is formed of trust is very valuable for the parties involved in the relationship. But the results of this study do not support reject or Henning-Thurau and Hansen (2002), the results found that customer trust has no effect on commitments.

The third hypothesis is expected satisfaction has a positive and significant effect on commitment. Based on the result of path analysis in the coefficient of direct path of satisfaction on commitment, it is obtained that γ=0.278 with CR equal to 5.037 and p-value 0.000. Because the value of CR>2 and p<0.05, H3 is accepted. This meant that if the Bank Jatim can provide customer satisfaction as expected, it will be able to improve customer commitment to continue to use the banking services of Bank Jatim. The results support the research conducted Henning-Thurau and Hansen (2002), Boonajsevee (2005) and Zeithaml and Bitner (2003) who found that satisfaction significantly affect commitments. Given the high level of satisfaction, customer will get back the power to make a purchase that will create the commitment showed emotional attachment at prusahaan service providers so less likely to develop a new relationship with another bank. Hence the power of commitment to customers affected by the high level of satisfaction. While the results of this study refused Garbarino and Mark (1999) in his research which found that satisfaction does not affect the commitment. Results of the study found many customers are satisfied with the products or services remains witched to another company which offers better and vice versa, but many dissatisfied customers continue to buy products or services from the company concerned.

The fourth hypothesis expected relational bonding has a positive and significant effect on loyalty. Based on the result of path analysis in the coefficient of direct path of relational bonding on loyalty, it is obtained the that γ=0.115 with CR equal to 0.976 and p-value 0.329. Because the value of CR<2 and p>0.05, H4 is rejected. If Bank Jatim cannot maintain good relationship, customers will not be loyal to use their products or services. Loyalty can be developed in the long term to build a good relationship bonding between the bank’s with its customers (Chaudhuri and Holbrook, 2001). For that ties play an important role in improving bank customer loyalty, but the empirical evidence in this study indicate that the ties were established directly by the Bank Jatim can not improve customer loyalty. Competition between banks today to make customers have many choices and least loyal customers can not be determined on how long a customer of a bank. Intense competition is exacerbated by the presence of foreign banks that come into play in the banking industry in East Java, especially in the face of the Asean Economic Community (AEC). While the Foreign Banks offer an excellent service at present toan international network that is used as a flagship. This may affect the customer to use the services of a foreign bank that it is difficult to expect customers loyal to one bank. This is what makes customers though have established good ties with Bank Jatim but they are not loyal to the Bank Jatim. The results support the research conducted Leverin and Liljander (2006), which states relation bonding and loyalty negative effect. But rejected the findings Ndubisi (2007) and Farida (2010) stating ties significant effect on loyalty.
Fifth hypothesis is expected trust has a positive and significant effect on loyalty. Based on the result of path analysis in the coefficient of direct path of trust on loyalty, it is obtained the that $\gamma = 0.167$ with CR equal to 1.482 and p-value 0.138. Because the value of CR<2 and p>0.05, H₅ is rejected. If the Bank Jatim cannot maintain trust is an important factor that must be maintained, so that customers always feel secure against its assets then clients will not be loyal to the Bank Jatim. Trust provide a strong enough influence to create loyalty (Sirdeshmukh et al., 2002) and Ndubisi (2007). Customers who believe in a company means it has to have high confidence in the company that will eventually make the customer relationship and still maintain a strong emotional bond (Barnes, 2003).

In this study show despite the Bank Jatim with the ability to build trust with honesty that had been built in the ranks of employees of Bank Jatim especially honesty in providing information that is required by customers. Bank Jatim too much invested to constantly improve the facilities and infrastructure in accordance with current technological developments. It is intended to give a sense of security on customer assets that have been entrusted to the Bank Jatim. Although Bank Jatim much has been done to build public confidence, it is willing to establish a relationship with the Bank Jatim, has not been able to fully make people loyal to the Bank Jatim. Competition among banks increasingly stringent makes customers have many choices of banks that can meet their need for banking services products.

The tendency of customers to have more than one bank makes the trust is no longer a factor on which to base consideration of loyal customers at a bank, because this phenomenon which is an indication of the customers are not loyal and do not want to be tied to one bank. A phenomenon that occurs at this time even though the customer believe in Bank Jatim, but still, he uses the services of another bank product. The condition is of course difficult for Bank Jatim to maintain the loyalty of its customers. Results of this research study conducted reject Shamasani and Balakrishnan (2000), Kassim and Nor Asah (2010), Akbar and Ahmad (2011) which states that trust effect on customer loyalty. Similarly, the results of research Zulkifli (2012), which shows the trust effect on customer loyalty.

Sixth hypothesis is expected satisfaction has a positive and significant effect on loyalty. Based on the result of path analysis in the coefficient of direct path of satisfaction on loyalty, it is obtained the that $\gamma = 0.15$ with CR equal to 0.411 and p-value 0.821. Because the value of CR<2 and p>0.05, H₆ is rejected. This meant that if the perceived customer satisfaction in consuming banking services at Bank Jatim increases, customer loyalty will also increase. But its not the case of the results of this study showed no effect of satisfaction on loyalty. Customer satisfaction in the relationship marketing becomes a key determinant relationship between the customer and the service provider (Thurau and Klee, 1997) and Parasuraman et al. (1998) with a model SEVQUAL reflected in 10 indicators of customer satisfaction, indicators of employees who have the ability to answer questions about Bank Jatim products and also the friendliness of the employees in providing services to customers. While loyalty is rooted in customer satisfaction. Companies must be able to increase customer loyalty, that can contribute significantly to the company's relationship with customers. Despite the Bank Jatim has attempted to provide the best service, this is no a guarantee to create a loyal customer. Bank should not only pay attention to customer satisfaction, but also give attention to the establishment of long-term relationships with customers. Based on the result, each customer (71.1%) have an account in another bank.

Savings products still rely on transactional attributes associated with the ease and convenience of customers in saving money as well as day to day transactions. Satisfaction with the facilities given a major factor and the facility is not only related to the conditions and services in the branch office but also services through ATM transactions and e-banking as well as fees and interest offered. As customers generally have many savings account because they wanted to differentiate the account for deposits. So, even though customers are satisfied with the services but they are not necessarily loyal to the bank (Bank infonews.com, February 7, 2007).

This study appears confirm Garbarino and Mark (1999), Zulkifli (2012), Ouyang (2010) and Madjid (2013) that satisfaction has a significant effect on customer loyalty. On the other hand, this study is no success to support previous research of Fullerton (2005), Homburg and Giering (2001), Kandampully and Suhartanto (2000), Akbar and Noorjahan (2009), Afsar et al. (2010) and Kassim and Nor Asah (2010).

Seventh hypothesis expected commitment has a positive and significant effect on loyalty. Based on the result of path analysis in the coefficient of direct path of commitment on loyalty, it is obtained the that $\gamma = 0.682$ with CR equal to 3.737 and p-value 0.000. Because the value of CR>2 and p<0.05, H₇ is accepted. This indicates that if the commitment that has been built on the Bank Jatim, customers can be improved then also increasing customer loyalty where customers still use the services of Bank Jatim and Bank Jatim always recommend to others. Commitment is measured by continous commitment, affective commitment, and normative commitment as adapted from Gundlach and Murphy (1993). This measure describes the establishment of a close relationship with customers contributing the highest value, where all employees always maintained a close relationship with its customers through a built two-way communication, so customers feel easein making their transactions.
Moorman et al. (1993) stated that customers who commit to a relationship can have a greater tendency to want to keep a relationship with the company because of their need to stay consistent with the commitment. While customers of Bank Jatim indicates a strong possibility for using banking services on a regular basis. Besides, customer commitment is evidence of the emotions that transform repeat purchase behavior in the future period. This result was not support the study of Zulkifli (2012) and Madjid (2013). This research confirmed the study of Henning-Thurau and Hansen (2002), Wang and Liang (2005), Ndubisi (2007) and Afzar et al. (2010) that commitment is an important factor in building customer loyalty. The commitment will lead to a strong desire for these customers to continue to work together with the company, which eventually became more loyal customers.

Conclusion
Since civil servant is a majority customer of Bank Jatim, we need to be taken another participants for example students and private sector employees to assure the research accurately represents in avoiding any such bias in the data related to customer loyalty.

To achieve the expected performance targets certainly needed strategic planning backed relationship marketing that focuses on developing and maintaining long-term relationships with customers. The strategy should be able to realize the creation of customer loyalty through relation bonding conducted by communication are woven harmoniously, increase customer confidence by always gives a sense of security when transacting as well as privacy was protected, increase satisfaction by always giving a genuine concern that made employees of Bank Jatim will improve customer commitment. Commitment can be realized if Bank Jatim continue to take learning to provide customers' needs and improve the quality of service in order to make customers satisfied with the banking services. Thus creating self-satisfaction on the customer so that customer is expected to be loyal to the Bank Jatim. In this respect, this paper suggests certain strategy implications for Bank Jatim. In the term of managerial implication, the proposed model of customer commitment and customer loyalty may be used to as an efforts or motivation to maintain achievement as The Most of Excellent Service in 2013 and 2014 by building a harmonious relationship.

This research have several limitations: First, the model, although designed in a specific context may be extended to other similar services. Factors such as ties, trust, satisfaction, commitment and loyalty have not been able to provide a complete analysis of the implementation of relationship marketing in marketing business services.

Next research may consider variable of communication that can broaden the relationship of marketing. Second, it is difficult to get all customer of Bank Jatim due to confidentiality reason, so we can not determine population accurately. If identity of customers easily obtained, more quantity of representative sample can be used.

REFERENCES


