



# Cross-Selling Opportunities, Customer–Company Identification, Product Evaluation, and Digital Strategy on Purchase Intention: The Mediating Role of Customer Satisfaction in Bank Saving and Deposit Products

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## Abstract

This study aims to examine how cross-selling opportunities, customer-company identification, product evaluation, and digital strategy influence purchase intention, specifically evaluating the mediating role of customer satisfaction for savings and deposit products in the Indonesian banking sector. Utilizing a quantitative approach, data were collected from 250 banking customers via questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that digital strategy, customer-company identification, and cross-selling opportunities significantly enhance customer satisfaction with digital strategy acting as the most dominant predictor while product evaluation shows no significant effect. Furthermore, customer satisfaction significantly drives purchase intention and successfully mediates the impact of the three significant predictors, demonstrating that cross-selling is only effective when customers perceive the offers as inherently valuable. Theoretically, this research integrates multiple frameworks, including Social Identity Theory and the Technology Acceptance Model, to highlight satisfaction as a central psychological mechanism. Practically, these findings imply that banking institutions must prioritize seamless digital platforms and design highly relevant, value-driven cross-selling strategies to effectively cultivate customer satisfaction and sustain long-term purchase intentions.

**Keywords:** *Cross-selling opportunities, customer-company identification, product evaluation, digital strategy, purchase intention.*

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## 1. INTRODUCTION

The contemporary banking industry is facing an increasingly multidimensional competitive ecosystem, characterized by the convergence of three key pressures: a uniform financial product portfolio, the exponential pace of digital transformation, and the increasing sophistication of customer expectations for adaptive, segmented, and contextual services. This reality demands that banking institutions fundamentally recalibrate their strategic paradigm from a product-oriented business model to a management architecture that positions customers as the epicenter of value creation in order to build a resilient and long-term relational ecosystem. The conceptual framework underlying this perspective is derived from Service-Dominant Logic (SDL) (Ahmad et al., 2025), which epistemologically asserts that value is not created unilaterally by the service provider, but rather manifests through an interactive and reciprocal co-creation process between the institution and its customers. In the banking realm, this value co-creation is concretely manifested through three main dimensions: the quality of the service experience internalized by customers, the intensity of satisfaction formed from cumulative interactions, and their propensity to adopt more complex financial instruments such as term savings and deposits (Candy et al., 2026).

In the theoretical construct of SDL, customer satisfaction is not merely understood as the terminal output of the service consumption process, but rather operates as a critical mediating mechanism linking the value creation process with customer behavioral orientation in the subsequent phase. This proposition is conceptually strengthened by Expectation–Disconfirmation Theory (Alshibly et al., 2024), which postulates that satisfaction is constructed when the actual performance of banking services empirically confirms, or even exceeds, the normative expectations formulated by customers prior to the interaction. Customers with a high satisfaction index will form favorable cognitive and affective evaluations of banking institutions, which in turn results in stronger relational bonds and increases their tendency to maintain and expand their banking product portfolio. Thus, customer satisfaction occupies a strategic position as a fundamental determinant that simultaneously drives purchase intention and ensures the continuity of long-term relationships between banking institutions and their customer base (Wang et al., 2026).

One strategic instrument with significant conceptual relevance within this framework is cross-selling, which refers to the institutional capability of banks to offer complementary products precisely calibrated to the profile of acquired customers' financial needs. However, accumulated empirical evidence suggests that implementing a cross-selling strategy does not necessarily result in a positive impact if customers interpret the offer as an exploitative manifestation of the bank's institutional interests. The findings of Shirwa et al. (2025) strongly emphasize that the effectiveness of cross-selling can only be realized when customers interpret the offer received as a contextual, relevant solution that provides real instrumental value for their financial situation. This indicates that customer satisfaction functions as a mediating psychological variable that conditions the relationship between cross-selling practices and the intensity of additional product purchase intentions.

Furthermore, the construct of customer satisfaction is influenced by a complex interplay of relational, evaluative, and technological factors. From the perspective of Social Identity Theory Cyfert et al. (2025), the customer–company identification construct explains the mechanism by which customers who perceive value congruence and identity closeness with banking institutions tend to develop satisfaction and loyalty at statistically significant levels. Meanwhile, the Expectation–Confirmation Theory framework (Bruin et al., 2021) highlights the evaluative dimension of products, where customer perceptions of the intrinsic quality, functional utility, and reliability of savings and deposit products act as primary determinants in the construct of satisfaction. The expansion of the digital service ecosystem places digitalization strategy as an increasingly determinant variable, which can be conceptualized through the Technology Acceptance Model (TAM), where customer perceptions of ease of access and functional usefulness of digital banking platforms contribute substantially to shaping the quality of the experience and overall customer satisfaction levels (Purwianti et al., 2025).

The originality of this research's contribution lies in the construction of an SDL-based integrative model that positions customer satisfaction as a central mediating variable in mapping the structural linkages between cross-selling, customer–company identification, product evaluation, and digital strategy on purchase intention. Unlike previous literature, which generally examines these variables partially or tests them directly against organizational performance indicators (García-y-

García et al., 2025; Heinonen & Kiviranta, 2025), this research pays particular attention to the value creation mechanism from the subjective perspective of customers, with a specific focus on savings and deposit products. Thus, this research is projected to provide a theoretical contribution that enriches the corpus of literature on service marketing and banking management, while also offering prescriptive managerial implications for banking institutions in designing cross-selling strategies that are more rooted in customer satisfaction, relationship quality, and a holistic service experience, as advocated by Heras-pedrosa et al. (2023) and Kakkar et al. (2025).

In recent times, the Indonesian banking industry has been undergoing a structural transformation at an unprecedented pace and intensity, fueled by a multifaceted escalation of competitive pressures, the accelerated development of digital technology infrastructure, and a fundamental shift in customer behavior architecture. Data published by the Financial Services Authority (OJK, 2024) recorded a 21.5% growth in digital banking service users, accompanied by a 27.2% increase in digital transaction volume within a single fiscal year. This quantitative trend clearly indicates that contemporary customer segments have increasingly high expectations for speed, operational efficiency, service personalization, and contextual relevance. In such a dynamic competitive landscape, banking institutions can no longer rely exclusively on core product sales but are instead required to develop marketing strategies that deliver differentiated added value, strengthen long-term relationship ties, and accelerate the formation of affective customer loyalty.

Customer satisfaction is one of the most important indicators determining a banking institution's ability to retain and expand its customer base. The Indonesian Customer Satisfaction Index (ICSI, 2023) survey revealed that banking institutions with superior satisfaction indexes recorded an increase in customer loyalty ranging from 18 to 22%, which includes increased purchase intention and increased adoption of additional financial products. Customers with high levels of satisfaction not only demonstrated persistence in using existing services but also demonstrated significantly greater openness and receptivity to complementary financial product offerings—from term savings and deposits to credit cards and investment instruments.

One strategy empirically proven effective in increasing institutional profitability while strengthening customer retention is cross-selling. This strategy enables banking institutions to offer complementary products to customers who already hold core products in their portfolios. In the context of banking operations, the strategic relevance of cross-selling is further strengthened by the fact that the cost of acquiring new products for existing customers is recorded as being five times more efficient than the cost of acquiring new customers (Kassemeier et al., 2022). The Financial Services Authority (OJK) (2023) documented that banking institutions that consistently and systematically implement cross-selling strategies increased non-interest income by up to 15% per year, data that strongly supports the argument that cross-selling capabilities can be a source of substantive competitive advantage amid evolving market dynamics.

However, not all cross-selling initiatives are equally successful. The effectiveness of this strategy is largely determined by the extent to which banking institutions are able to: first, understand customers' latent needs through comprehensive, data-driven product evaluations; second, identify value congruence between the bank and customers through customer-company identification mechanisms; and third, optimize digital strategy infrastructure that facilitates more precise and personalized service delivery. Previous studies (Borgh et al., 2023) emphasized that cross-selling opportunities will only produce positive, measurable impacts if customers perceive the offers they receive as contextually relevant and providing authentic added value. Conversely, offers that are perceived as misaligned with specific customer needs have the potential to have a counterproductive effect, resulting in a significant decrease in customer satisfaction.

Furthermore, the acceleration of technology and the digitalization of banking services demonstrate an increasingly crucial role in shaping holistic customer satisfaction. A Bank Indonesia report (2024) indicates that 82% of banking customers in Indonesia now consistently access products and services through digital platforms rather than through physical branch visits. The implications of this finding emphasize that an optimally designed digital strategy can not only improve the quality of the customer experience and accelerate the transaction process but also provide a technological foundation for banking institutions to execute cross-selling strategies that are more precise, personalized, and oriented towards meeting specific customer needs.

In an increasingly intense and disruptive business landscape, banking institutions can no longer limit their strategic orientation to achieving short-term sales targets alone. They are simultaneously required to build strong, resilient, and sustainable relationships with customers as a foundation for long-term organic growth. One strategic effort that can be taken to achieve this goal is to provide authentic and meaningful added value to customers' financial lives, while maintaining consistent customer satisfaction at an optimal and sustainable level. Customer satisfaction is a critical determinant of organizational success, as customers who feel their needs are holistically met tend to internalize stronger purchase intentions and even potentially transform into brand advocates who proactively recommend products or services to their social networks. Therefore, a comprehensive understanding of the determinants of customer satisfaction is an essential epistemological prerequisite for developing an adaptive, responsive, and sustainable marketing strategy (Mofokeng, 2020).

In the literature review of relationship marketing, optimizing cross-selling opportunities is consistently positioned as one of the most recommended strategic approaches to strengthen the density of institutional ties between a company and its customers. Operationally, this strategy grants companies the capability to introduce and offer a range of complementary products and services to customer segments with which they have a pre-existing transactional relationship, a mechanism that in turn opens up space for the expansion of a consumption portfolio that is mutually beneficial and reciprocally valuable to both parties. According to Shirwa et al. (2025), the implementation of cross-selling cannot be reduced solely to an instrument for increasing institutional revenue, but simultaneously acts as a consolidation mechanism that deepens the quality and density of relationships between companies and their customers. When companies successfully present additional product or service offerings that are contextual and precisely calibrated to the specific needs profile of customers, customers will construct the perception that the established relationship is capable of generating more substantial and meaningful value, a condition that in turn drives the accumulation of satisfaction in a measurable and progressive manner. However, the success of cross-selling implementation does not operate deterministically and automatically, but is fundamentally conditioned by the configuration of a number of interacting determinants: the maturity and sophistication of the company's adopted digital strategy, the effectiveness of cross-functional coordination between organizational units in integrating customer information, and the depth of the company's analytical capacity in understanding customer needs—both latent and directly expressed (Pham et al., 2025).

Beyond the factors previously identified, another relational construct significantly influences the formation of customer satisfaction: customer–company identification. This construct conceptually refers to the intensity of the psychological attachment and emotional closeness that customers internalize to a company, manifested through the perceived congruence between the customer's personal value system and the institutional identity and values represented by the company. When customers perceive strong value resonance and emotional attachment to a corporate entity, they tend to construct consistently more favorable affective evaluations—which in turn are articulated in measurably higher levels of satisfaction and loyalty intensity compared to customers who do not develop such identification (Kassemeier et al., 2022). On a different but complementary dimension, product evaluation also plays a crucial epistemological role, given that customer perceptions of a product's intrinsic quality, functional reliability, and instrumental benefits will significantly condition the resulting level of satisfaction (Wagner & Hort, 2025). Meanwhile, the implementation of a comprehensive and systematically architected digital strategy provides companies with the capability to build more responsive, efficient, and personalized communications with customers, thereby aggregately contributing to the holistic elevation of the quality of customer experience.

Based on theoretical synthesis and accumulated empirical evidence from previous studies, this research proposes an integrative conceptual model that systematically constructs the structural linkages between cross-selling opportunities, customer–company identification, product evaluation, and digital strategy and customer satisfaction, which is then projected to have a determinant influence on purchase intention. Through the simultaneous integration of these four predictor variables in a cohesive and comprehensive analytical framework, this research is expected to produce a more comprehensive and nuanced understanding of the psychological and relational mechanisms underlying the construction of customer satisfaction, while elaborating how this satisfaction is then progressively transformed into measurable and predictable purchasing behavior

tendencies in the future period (Mofokeng, 2020).

## 2. LITERATURE REVIEW

The literature review in this research is based on several key theoretical frameworks. First, Service-Dominant Logic (SDL) asserts that value is created through co-creation between service providers and customers, which serves as the foundation for explaining the relationship between cross-selling opportunities, customer satisfaction, and company performance (Lee & Roy, 2026). Second, Expectation-Disconfirmation Theory explains that satisfaction is formed when actual service performance meets or exceeds customer expectations, which underlies the constructs of customer satisfaction and product evaluation (Mofokeng, 2020; Pham et al., 2025). Third, Social Identity Theory explains how customers' psychological identification with banking institutions drives satisfaction and loyalty, which underlies the construct of customer-company identification (Kassemeier et al., 2022; Reddy & Thanigan, 2023). Fourth, the Technology Acceptance Model (TAM) is used to explain the role of digital strategy in shaping customer satisfaction through the perception of the ease and usefulness of digital banking platforms (Sharma et al., 2026). Based on the theoretical foundations, the following describes the conceptualization of each variable and the relationships between the variables tested in this research.

### 2.1 Purchase Intention

In the banking industry, purchase intention represents a customer's desire to open a new account, reuse, or expand their existing financial product portfolio, such as term deposits and deposits, based on favorable perceptions of service quality and the quality of their relationship with the banking institution. Bruin et al. (2021) elaborate that purchase intention is formed when customers feel satisfied with the quality of service and interactions they receive, which then catalyzes a positive attitudinal disposition that progressively leads customers to further purchase decisions. This satisfaction operates as a psychological foundation that incrementally strengthens customers' trust and willingness to maintain and deepen their engagement with the company's product ecosystem. Furthermore, Shirwa et al. (2025) emphasized that purchase intention is not solely constructed by functional and instrumental satisfaction dimensions, but is also substantively conditioned by emotional and relational dimensions, particularly the extent to which customers develop a deep and sustained psychological attachment to the company.

In addition to the Theory of Planned Behavior (TPB), the Hierarchy of Effects Theory also presents a relevant and complementary explanatory framework by emphasizing that purchasing behavior proceeds through a series of hierarchically organized stages, encompassing cognitive, affective, and conative dimensions sequentially. This means that customers undergo a sequential process initiated by recognizing and internalizing an understanding of the product, followed by a critical evaluation of its attributes and benefits, the formation of cumulative satisfaction, and finally crystallizing into a concrete and executed purchasing decision. Thus, customer satisfaction occupies an epistemological position as a key mediating variable that systematically integrates the quality of service experience internalized by customers with the intensity of purchasing intentions for banking products within a structured and empirically operationalized causal framework (Kassemeier et al., 2022).

### 2.2 Hypothesis Development and Influence between Variables

#### 2.2.1 The Influence of Cross-Selling Opportunities on Customer Satisfaction

Conceptually, cross-selling opportunities refer to a company's institutional capability to precisely identify and offer complementary products that are authentically calibrated to the existing customer need profile, representing the fundamental essence of implementing an effective and sustainable cross-selling strategy. When customers internalize the proposed offering as a solution that is well-targeted, contextual, and highly relevant to their actual needs, customers not only construct the perception that they are receiving adequate attention from the company, but also tend to experience a more substantial and layered accumulation of satisfaction as a consequence of their needs being comprehensively met. Shirwa et al. (2025) assert that cross-selling based on a deep understanding of customer needs has the capacity to create differentiated added value while delivering memorable and meaningful service experiences. This proposition is strengthened by Mofokeng (2020) who state that a relationship marketing approach, including a cross-selling strategy, can accelerate satisfaction through a series of value-

rich customer interactions. Furthermore, Söderlund et al. (2022) revealed that personalized product offerings significantly contribute to positive customer evaluations of their overall experience with a company. Similarly, Alshibly et al. (2024) in the specific context of the banking industry also confirmed that the effectiveness of cross-selling implementation has a direct and measurable impact on customer satisfaction levels.

**H1: Cross-selling opportunities have a positive effect on customer satisfaction.**

### 2.2.2 The Influence of Customer–Company Identification on Customer Satisfaction

Customer–company identification describes the degree of value congruence and depth of emotional attachment developed between customers and companies, which plays a highly determinant role in conditioning overall customer behavior patterns. When customers experience authentic identity alignment and genuine emotional resonance with a company, they organically develop a much more positive, receptive, and appreciative attitudinal disposition toward each dimension of the service received—which in turn strengthens the quality of the long-term relationship between the two parties. Kassemeier et al. (2022) asserted that high levels of customer identification significantly accelerate the formation of favorable affective evaluations and measurably increase customer satisfaction. Pham et al. (2025) reinforced this proposition by stating that a strong identity attachment between customers and companies serves as a catalyst that drives the formation of sustained loyalty and persistent satisfaction over the long term. Furthermore, Shirwa et al. (2025) interpreted that customer–company identification contributes to increased satisfaction through the formation of a deep sense of trust and pride that customers feel in their association with the company. Zulu and Muposhi (2025) also confirmed that the customer identification construct plays a substantive role in shaping customer satisfaction, especially in the financial services industry, which is rich in relational and trust dimensions.

**H2: Customer–company identification has a positive effect on customer satisfaction.**

### 2.2.3 The Influence of Product Evaluation on Customer Satisfaction

Product evaluation can be conceptualized as a cognitive assessment process customers conduct regarding the intrinsic quality, actual performance, and functional utility of the product they consume. Evaluations that result in favorable ratings directly contribute to higher customer satisfaction because the product appears to confirm or even exceed pre-existing expectations. Wagner and Hort (2025) assert that perceived product quality is the most influential primary determinant in shaping overall customer satisfaction. This perspective aligns with Wagner and Hort (2025), who emphasize that customer-perceived value is constructed from the results of an integrative evaluation of perceived quality and the tangible benefits obtained from product consumption. Furthermore, Tran and Nguyen (2022) revealed that positive product evaluations significantly strengthen the quality of the customer's overall consumption experience. In the specific context of the banking industry, Bruin et al. (2021) present empirical evidence that positive evaluations of financial products substantially shape customer satisfaction, which in turn forms the foundation for loyalty and continued purchasing intentions.

**H3: Product evaluation has a positive effect on customer satisfaction.**

### 2.2.4 The Influence of Digital Strategy on Customer Satisfaction

Digital technology, which refers to the strategic and planned use of digital technology, has become an increasingly vital and irreplaceable tool for improving service quality while enriching the dimensions of the customer experience. A precisely designed and systematically implemented digital strategy has the capacity to provide ease of accessibility, transaction responsiveness, and security guarantees that represent the fundamental needs of contemporary customers in interacting with banking institutions. Cyfert et al. (2025) emphasized that a digital strategy that is genuinely oriented towards meeting customer needs has been proven to make a concrete and measurable contribution to significantly increasing service satisfaction. This proposition is reinforced by Winit et al. (2025), who explain that optimal digital experience quality can construct positive customer perceptions of the entire service ecosystem provided by the company. Furthermore, Shirwa et al. (2025) produced empirical findings confirming that digital-based banking services have the capacity to provide a substantive impact on the formation of overall customer satisfaction. In line with this, Westin et al. (2024) also emphasized that the acceleration of digital

transformation consistently contributes to improving the quality of customer experience in aggregate, which in turn strengthens the relational foundation between banking institutions and their customers in the long term.

#### **H4: Digital strategy has a positive effect on customer satisfaction.**

##### **2.2.5 The Influence of Customer Satisfaction on Purchase Intention**

Customer satisfaction is the most fundamental construct and determinant in forming, consolidating, and strengthening customers' purchase intentions. Customers who have accumulated authentic and substantial satisfaction are not only encouraged to maintain transactional engagement through repeat purchases but also show higher receptivity to additional product offerings proposed by the company, thereby creating opportunities for mutualistic consumer portfolio expansion. Bruin et al. (2021) stated that customer satisfaction directly and significantly contributes to accelerating the formation of purchase intentions, particularly in the context of the banking industry, which is rich in dimensions of trust and long-term relationships. This finding is consistent with Supriyanto et al. (2021), who asserted that satisfaction is the most consistent primary predictor in explaining subsequent customer behavioral tendencies. Furthermore, Zulu and Muposhi (2025) interpreted that progressively built satisfaction functions as a mechanism that strengthens the quality of long-term relationships between customers and companies, while simultaneously intensifying purchase intentions, which are manifested in sustainable consumption behavior. Wang et al. (2026) emphasized that customer satisfaction is the most fundamental psychological foundation for the formation of persistent purchasing intentions and loyalty, which in turn ensures the continuity of the relationship between customers and companies in the long term.

#### **H5: Customer satisfaction has a positive effect on purchase intention.**

##### **2.2.6 The Mediating Role of Customer Satisfaction in the Influence of Cross-Selling Opportunities on Purchase Intention**

Research by Shirwa et al. (2025), Zulu and Muposhi (2025), and Wagner and Hort (2025) interpreted customer satisfaction as a mediating variable that integrates the influence of cross-selling opportunities on purchase intention. This indicates that a company's capability in identifying and optimizing cross-selling opportunities has a significant positive relationship not only to the construction of customer satisfaction but also to the sustainable increase in company profitability. Cross-selling opportunities represent the extent to which banking personnel are able to identify and offer relevant products to existing customers based on a deep understanding of their needs profile. When customers construct the perception that the proposed product offering has a high fit with their actual needs and provides meaningful added value, this condition will progressively accelerate the formation of customer satisfaction to a more substantial level. Customer satisfaction, in turn, is an accumulative reflection of the overall relational and transactional experiences experienced by customers, which further functions as a psychological determinant that conditions the formation of purchase intention as a concrete manifestation of the positive evaluation that has been established.

#### **H6: Customer satisfaction mediates the influence of cross-selling opportunities on purchase intention.**

##### **2.2.7 The Mediating Role of Customer Satisfaction in the Influence of Customer–Company Identification on Purchase Intention**

Research by Zulu and Muposhi (2025), Söderlund et al. (2022), and Wagner and Hort (2025) interpreted customer satisfaction as mediating the influence of customer–company identification on purchase intention. This suggests that individuals tend to form psychological connections and a sense of belonging to social entities perceived as aligned with their belief systems and value orientations. The emotional attachment formed through this social identification mechanism, in turn, makes customers more psychologically receptive to products offered by companies they identify as representing their values. Within this framework, customer satisfaction serves as a mediating variable that explains the psychological mechanisms through which customer–company identification translates into concrete purchasing tendencies. In other words, the degree of customer identification with a company does not directly generate purchase intention. Still, it works through a mediating pathway of satisfaction built on positive, consistent relational experiences. When customers develop strong satisfaction with the quality of

service they receive, this condition will progressively have a positive and significant influence on the intensity of purchase intentions, thereby strengthening the continuity of transactional relations between customers and companies in the long term.

**H7: Customer satisfaction mediates the influence of customer–company identification on purchase intention.**

### 2.2.8 The Mediating Role of Customer Satisfaction in the Influence of Product Evaluation on Purchase Intention

Research by Wagner and Hort (2025), Zulu and Muposhi (2025), and Tran and Nguyen (2022) interpreted customer satisfaction as mediating the influence of product evaluation on purchase intention. This implies that companies need to develop a comprehensive understanding of the dimensions of consumer experience that effectively construct a sense of pleasure, comfort, and trust in every transactional interaction. Customer satisfaction forms when the accumulation of actual experiences confirms or exceeds pre-existing expectations in the customer's mind, a condition known in the marketing literature as positive disconfirmation. Customers who achieve a substantial degree of satisfaction tend to develop favorable cognitive and affective views of the company and its entire portfolio of products and services, creating a more conducive psychological environment for the company when making subsequent product offerings. This condition emphasizes the central role of customer satisfaction as a determinant mediating construct in forming purchase intention indicating that customers' cognitive evaluation of a product does not directly result in purchase intention, but rather requires the existence of deep satisfaction as an intermediary psychological mechanism that ultimately catalyzes the formation of purchase intention organically and sustainably.

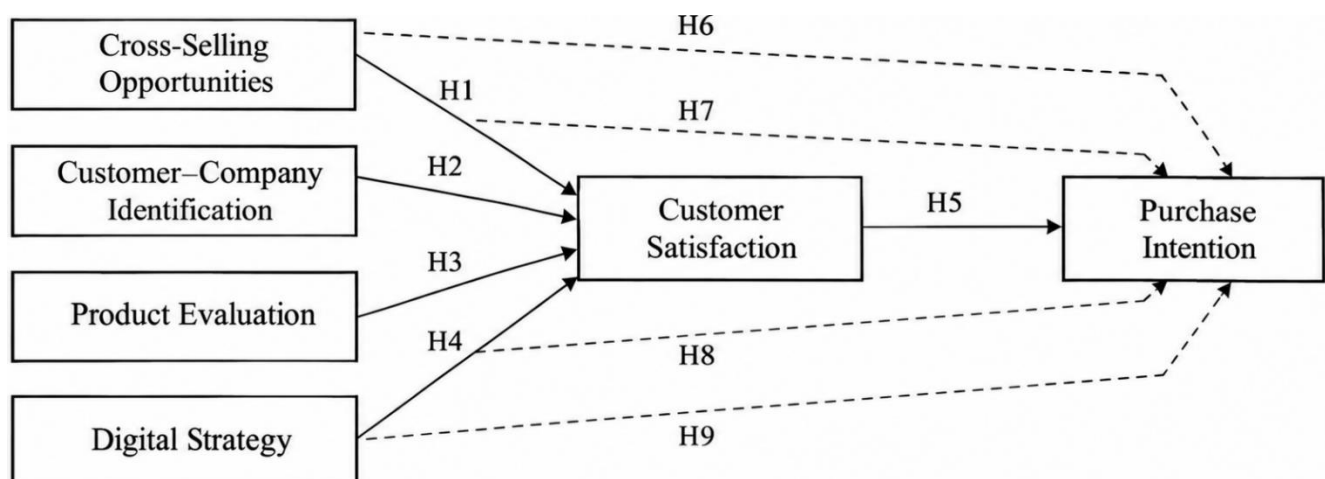
**H8: Customer satisfaction mediates the influence of product evaluation on purchase intention.**

### 2.2.9 The Mediating Role of Customer Satisfaction in the Influence of Digital Strategy on Purchase Intention

Research by Shirwa et al. (2025), Zulu and Muposhi (2025), and Söderlund et al. (2022) interpreted customer satisfaction as mediating the influence of digital strategy on purchase intention. This indicates that the strategic function of digitalization has undergone a fundamental paradigmatic evolution—shifting from a monolithic technological approach to a more adaptive orientation, namely the precise alignment of digital instruments with specific business needs, differentiated operational scope, and consideration of long-term sustainability, which is increasingly crucial in the contemporary competitive landscape. Through the implementation of a comprehensively architected digital strategy, companies gain the capability to deliver a more practical, intuitive, and satisfying service experience for customers at every point of interaction. When customers construct the perception that the digital ecosystem provided by the company genuinely facilitates the fulfillment of their needs, this condition will progressively accelerate the formation of customer satisfaction at a more substantial level. This satisfaction, constructed through the accumulation of positive and consistent digital experiences, then functions as a psychological mechanism that catalyzes the formation of purchase intentions as a concrete manifestation of customers' affective and cognitive evaluations of the entire digital service ecosystem provided by the company.

**H9: Customer satisfaction mediates the influence of digital strategy on purchase intention.**

## 2.3 Research Model



**Figure 1.** Conceptual Framework

### 3. RESEARCH METHOD

This research uses a quantitative approach with a comparative causal design (ex post facto) to examine the influence of cross-selling opportunities, customer-company identification, product evaluation, and digital strategy on purchase intention through the mediation of customer satisfaction. The research population is Indonesian banking customers with savings or deposit products. Due to limited access to population data, the population is classified as an infinite population (Waruwu et al., 2025). The sample was determined using a purposive sampling technique with the following criteria: (1) active bank customers in Indonesia, (2) having savings or deposit products, (3) having received cross-selling offers from the bank, and (4) having used digital banking services. Based on the provisions of Hair et al. (2021) with the formula  $10 \times$  the most indicators (5 indicators in Cross-Selling Opportunities = 50 minimum), but referring to the recommendation of 100-200 respondents for model stability, this research set 250 respondents as the minimum sample. Data were collected through a questionnaire (primary data) with a Likert scale of 1–5. Instruments were adapted from previous research: cross-selling opportunities from Borgh et al. (2023), customer-company identification from Kassemeyer et al. (2022), product evaluation from Wagner and Hort (2025), digital strategy from Cyfert et al. (2025), customer satisfaction from Zulu and Muposhi (2025), and purchase intention from Bruin et al. (2021). Secondary data were sourced from peer-reviewed literature as a theoretical foundation. Data analysis used Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software, including outer model testing (validity and reliability) and inner model testing (hypothesis testing and mediation effects) (Hair et al., 2021).

### 4. RESULTS AND DISCUSSION

#### 4.1 RESULTS

##### 4.1.1. Measurement Model Testing (Outer Model)

Data were analyzed using SmartPLS version 4. Outer model testing included individual reliability tests, internal consistency reliability, convergent validity, and discriminant validity.

##### Demographic Respondent

**Table 1 |** Demographic Respondent

| Characteristics        | Category                      | Frequency (n) | Percentage (%) |
|------------------------|-------------------------------|---------------|----------------|
| Gender                 | Male                          | 118           | 47.2           |
|                        | Female                        | 132           | 52.8           |
| Age                    | 18–25 years                   | 72            | 28.8           |
|                        | 26–35 years                   | 91            | 36.4           |
|                        | 36–45 years                   | 53            | 21.2           |
|                        | 46–55 years                   | 25            | 10.0           |
|                        | >55 years                     | 9             | 3.6            |
| Educational Background | High School/Vocational School | 65            | 26.0           |
|                        | Diploma                       | 27            | 10.8           |
|                        | Bachelor's Degree             | 126           | 50.4           |
|                        | Master's Degree               | 29            | 11.6           |
|                        | Doctoral Degree               | 3             | 1.2            |
| Occupation             | Student                       | 42            | 16.8           |
|                        | Private Employee              | 105           | 42.0           |
|                        | Civil Servant                 | 31            | 12.4           |
|                        | Entrepreneur                  | 47            | 18.8           |
|                        | Others                        | 25            | 10.0           |
| Domicile               | Batam                         | 151           | 60.4           |
|                        | Jakarta                       | 29            | 11.6           |
|                        | Surabaya                      | 20            | 8.0            |
|                        | Medan                         | 18            | 7.2            |

| Characteristics                  | Category                         | Frequency (n) | Percentage (%) |
|----------------------------------|----------------------------------|---------------|----------------|
| Banking Product Ownership        | Other Cities                     | 32            | 12.8           |
|                                  | Savings Account                  | 159           | 63.6           |
|                                  | Time Deposit                     | 41            | 16.4           |
|                                  | Savings Account and Time Deposit | 50            | 20.0           |
| Digital Banking Usage Experience | Less than 1 year                 | 32            | 12.8           |
|                                  | 1–3 years                        | 83            | 33.2           |
|                                  | 4–5 years                        | 72            | 28.8           |
|                                  | More than 5 years                | 63            | 25.2           |
| <b>Total</b>                     |                                  | <b>250</b>    | <b>100.0</b>   |

Source(s): By authors (2025)

Table 1 presents the demographic characteristics of the 250 respondents involved in this study. Based on gender, 132 respondents (52.8%) were female, while 118 respondents (47.2%) were male. This indicates that female respondents constituted a slightly larger proportion of the sample. In terms of age, the largest group consisted of respondents aged 26–35 years, with 91 respondents (36.4%), followed by those aged 18–25 years with 72 respondents (28.8%). Respondents aged 36–45 years accounted for 53 respondents (21.2%), while 25 respondents (10.0%) were aged 46–55 years and 9 respondents (3.6%) were over 55 years old. Thus, the respondents were predominantly in the productive-age group.

Regarding educational background, most respondents held a Bachelor's degree, totaling 126 respondents (50.4%). This was followed by respondents with a high school/vocational school education of 65 respondents (26.0%), a Master's degree of 29 respondents (11.6%), a Diploma of 27 respondents (10.8%), and a Doctoral degree of 3 respondents (1.2%). Based on occupation, private employees represented the largest group, with 105 respondents (42.0%). Entrepreneurs accounted for 47 respondents (18.8%), students for 42 respondents (16.8%), civil servants for 31 respondents (12.4%), and other occupations for 25 respondents (10.0%).

In terms of domicile, most respondents were from Batam, totaling 151 respondents (60.4%). Respondents from Jakarta accounted for 29 respondents (11.6%), Surabaya 20 respondents (8.0%), Medan 18 respondents (7.2%), and other cities 32 respondents (12.8%). Regarding banking products, the majority of respondents owned a savings account, totaling 159 respondents (63.6%). Meanwhile, 41 respondents (16.4%) had time deposits, and 50 respondents (20.0%) owned both savings accounts and time deposits. Finally, based on digital banking usage experience, the largest group had 1–3 years of experience, consisting of 83 respondents (33.2%), followed by 72 respondents (28.8%) with 4–5 years of experience and 63 respondents (25.2%) with more than 5 years of experience. Meanwhile, 32 respondents (12.8%) had used digital banking services for less than one year.

#### 4.1.2. Outer Loading

Evaluation of the outer loading values of all indicators distributed across each construct consistently yielded scores exceeding the minimum threshold required by the reflective measurement criteria, which is 0.70. Among all the indicators tested, the PI2 indicator, representing the Purchase Intention construct, recorded the highest outer loading value of 0.880, which substantively indicates that this indicator is the strongest and most representative reflection of the purchase intention construct within the framework of the model being developed. This achievement not only meets but also significantly exceeds the convergent validity standards outlined by Hair et al. (2021), which set a minimum outer loading value of 0.70 as an empirical threshold proving that each indicator has been able to represent its latent construct accurately, consistently, and statistically meaningfully. Based on these results, all indicators integrated in this measurement model are declared to meet the requirements of convergent validity, which also confirms that the measurement instrument used in this research has adequate capacity, both in terms of precision and reliability, to measure and operationalize the latent constructs that are the object of study in an empirical and structured manner.

**Table 2 |** Outer Loading, Validity, and Reliability

| Variables                       | Item | VIF   | Outer Loading | Cronbach's Alpha | rho_A | Composite Reliability | AVE   |
|---------------------------------|------|-------|---------------|------------------|-------|-----------------------|-------|
| Customer Company Identification | CC11 | 1,746 | 0.723         | 0.834            | 0.843 | 0.882                 | 0.6   |
|                                 | CC12 | 2,016 | 0.782         |                  |       |                       |       |
|                                 | CC13 | 1,837 | 0.781         |                  |       |                       |       |
|                                 | CC14 | 1,908 | 0.821         |                  |       |                       |       |
|                                 | CC15 | 1,621 | 0.764         |                  |       |                       |       |
| Customer Satisfaction           | CS1  | 1,607 | 0.75          | 0.803            | 0.803 | 0.864                 | 0.559 |
|                                 | CS2  | 1,766 | 0.764         |                  |       |                       |       |
|                                 | CS3  | 1,660 | 0.771         |                  |       |                       |       |
|                                 | CS4  | 1,568 | 0.729         |                  |       |                       |       |
|                                 | CS5  | 1,510 | 0.724         |                  |       |                       |       |
| Cross-Selling Opportunities     | CSO1 | 2,532 | 0.757         | 0.808            | 0.815 | 0.873                 | 0.632 |
|                                 | CSO2 | 2,776 | 0.814         |                  |       |                       |       |
|                                 | CSO4 | 1,831 | 0.819         |                  |       |                       |       |
|                                 | CSO5 | 1,757 | 0.79          |                  |       |                       |       |
| Digital Strategy                | DS1  | 1,299 | 0.7           | 0.754            | 0.765 | 0.84                  | 0.569 |
|                                 | DS3  | 2,584 | 0.769         |                  |       |                       |       |
|                                 | DS4  | 2,730 | 0.793         |                  |       |                       |       |
|                                 | DS5  | 1,222 | 0.751         |                  |       |                       |       |
| Product Evaluation              | PE1  | 1,712 | 0.759         | 0.836            | 0.853 | 0.883                 | 0.602 |
|                                 | PE2  | 1,979 | 0.824         |                  |       |                       |       |
|                                 | PE3  | 1,623 | 0.71          |                  |       |                       |       |
|                                 | PE4  | 1,970 | 0.781         |                  |       |                       |       |
|                                 | PE5  | 1,730 | 0.801         |                  |       |                       |       |
| Purchase Intention              | PI1  | 2,118 | 0.757         | 0.889            | 0.916 | 0.917                 | 0.688 |
|                                 | PI2  | 2,525 | 0.88          |                  |       |                       |       |
|                                 | PI3  | 2,584 | 0.855         |                  |       |                       |       |
|                                 | PI4  | 2,088 | 0.807         |                  |       |                       |       |
|                                 | PI5  | 2,237 | 0.844         |                  |       |                       |       |

Source(s): By authors (2025)

Collinearity testing is performed to examine the relationship between endogenous and exogenous variables. Collinearity problems occur when the VIF value exceeds 5 (Kim, 2019). The VIF test results in this study indicate that all VIF values are below 5, indicating that the model does not experience collinearity problems.

Table 2 also presents the results of validity and reliability tests for the six constructs that form the analytical foundation of this research: Cross-Selling Opportunities, Customer–Company Identification, Customer Satisfaction, Digital Strategy, Product Evaluation, and Purchase Intention. The tests were conducted comprehensively and systematically using four main psychometric indicators: Cronbach's Alpha, rho\_A, Composite Reliability, and Average Variance Extracted (AVE).

A review of the internal consistency dimension revealed that all tested constructs consistently produced Cronbach's Alpha values exceeding the minimum required threshold of 0.70—a result that empirically confirms that the measurement instrument adopted in this research possesses a robust level of reliability and is methodologically sound. More specifically, Purchase Intention recorded the highest Cronbach's Alpha value of 0.889, while Digital Strategy ranked lowest at 0.754. An equivalent consistency pattern was also manifested in the rho\_A values, which were also overall above the 0.70 threshold, thus providing additional confirmation that strengthens the validity of the findings resulting from the Cronbach's Alpha test. In the Composite Reliability dimension, all constructs again exceeded the minimum threshold of 0.70, with Purchase Intention

recording the highest value of 0.917, while Digital Strategy obtained the lowest value of 0.840.

In terms of convergent validity, as measured by the Average Variance Extracted (AVE) value, all constructs successfully exceeded the required minimum limit of 0.50, which substantively indicates that each construct has met the established convergent validity standards both conceptually and statistically. In this case, Purchase Intention again recorded the highest performance with an AVE value of 0.688, while Customer Satisfaction obtained the lowest value of 0.559. In aggregate, all test results fully meet and align with the psychometric criteria outlined by Hair et al. (2021), which in turn confirms that all constructs in the model have met the required convergent validity and internal reliability requirements and are declared suitable for inclusion in further stages of structural model testing.

#### 4.1.3. Discriminant Validity

The evaluation of discriminant validity was conducted by adopting the Fornell-Larcker criterion as the assessment standard, where the square root of the Average Variance Extracted (AVE) of each construct (shown on the diagonal elements) was compared with the correlation values between constructs (shown on the non-diagonal elements). The test results presented in Tables 3 and 4 confirm that the square root of the AVE of each construct is consistently greater than its correlation value with other constructs in the model, a finding that definitively confirms that all constructs integrated in this research model have met the standards of statistically adequate discriminant validity. The substantive implication of this finding is that each construct operationalized in the model empirically measures a distinct and differentiated concept from one another, and does not indicate excessive conceptual overlap between constructs that could potentially compromise the integrity and accuracy of the overall measurement model. Based on the accumulated test results, all constructs in this research model were declared to have adequate discriminant validity and met the eligibility requirements to be included in the structural model testing stage in the next analysis phase (Hair et al., 2021).

**Table 3 |** Discriminant Validity (Fornell-Larcker Criterion)

|                                 | <b>Cross-Selling Opportunities</b> | <b>Customer Company Identification</b> | <b>Customer Satisfaction</b> | <b>Digital Strategy</b> | <b>Product Evaluation</b> | <b>Purchase Intention</b> |
|---------------------------------|------------------------------------|----------------------------------------|------------------------------|-------------------------|---------------------------|---------------------------|
| Cross-Selling Opportunities     | 0.795                              |                                        |                              |                         |                           |                           |
| Customer Company Identification | 0.608                              | 0.775                                  |                              |                         |                           |                           |
| Customer Satisfaction           | 0.561                              | 0.557                                  | 0.748                        |                         |                           |                           |
| Digital Strategy                | 0.539                              | 0.558                                  | 0.674                        | 0.754                   |                           |                           |
| Product Evaluation              | 0.324                              | 0.169                                  | 0.254                        | 0.270                   | 0.776                     |                           |
| Purchase Intention              | 0.127                              | 0.045                                  | 0.236                        | 0.198                   | 0.184                     | 0.830                     |

Source(s): By authors (2025)

Table 3 shows the results of the discriminant validity test using the Fornell-Larcker Criterion method. This test aims to ensure that each construct in the research model has distinct characteristics and is capable of measuring the concept it is supposed to measure without excessive overlap with other constructs. According to Hair et al. (2021), discriminant validity is met if the square root of the Average Variance Extracted (AVE) value on the main diagonal is greater than the correlation value between constructs in the same row or column.

Based on Table 3, the diagonal values in bold represent the square root of the AVE of each construct. The Cross-Selling Opportunities variable has a value of 0.795, which is higher than its correlation with Customer Company Identification (0.608), Customer Satisfaction (0.561), Digital Strategy (0.539), Product Evaluation (0.324), and Purchase Intention (0.127). This

indicates that the indicators in the Cross-Selling Opportunities construct are more capable of explaining this variable than explaining the other variables.

Furthermore, the Customer Company Identification variable has a square root AVE value of 0.775, which is greater than its correlation with Cross Selling Opportunities (0.608), Customer Satisfaction (0.557), Digital Strategy (0.558), Product Evaluation (0.169), and Purchase Intention (0.045). This finding indicates that the Customer Company Identification construct has a good level of discrimination against other constructs in the research model.

In the Customer Satisfaction variable, the square root of the AVE value of 0.748 is also higher than all its correlation values with other constructs, namely Cross Selling Opportunities (0.561), Customer Company Identification (0.557), Digital Strategy (0.674), Product Evaluation (0.254), and Purchase Intention (0.236). Although the correlation with Digital Strategy is quite high (0.674), the value is still below the square root of the AVE so that the discriminant validity criteria are still met.

The Digital Strategy variable obtained a square root AVE value of 0.754, which is greater than its correlation with Cross-Selling Opportunities (0.539), Customer Company Identification (0.558), Customer Satisfaction (0.674), Product Evaluation (0.270), and Purchase Intention (0.198). Thus, the Digital Strategy construct is able to differentiate itself adequately from the other constructs.

For the Product Evaluation variable, the square root of the AVE value of 0.776 is also higher than all correlation values with other constructs, namely Cross-Selling Opportunities (0.324), Customer Company Identification (0.169), Customer Satisfaction (0.254), Digital Strategy (0.270), and Purchase Intention (0.184). These results indicate that the Product Evaluation indicators specifically represent these constructs.

Finally, the Purchase Intention variable has a square root AVE value of 0.830, which is the highest value compared to all its correlations with other constructs, namely Cross-Selling Opportunities (0.127), Customer Company Identification (0.045), Customer Satisfaction (0.236), Digital Strategy (0.198), and Product Evaluation (0.184). This indicates that the Purchase Intention construct has an excellent level of discriminant validity.

**Table 4 |** Discriminant Validity (HTMT)

|                                 | Cross-Selling Opportunities | Customer Company Identification | Customer Satisfaction | Digital Strategy | Product Evaluation | Purchase Intention |
|---------------------------------|-----------------------------|---------------------------------|-----------------------|------------------|--------------------|--------------------|
| Cross-Selling Opportunities     |                             |                                 |                       |                  |                    |                    |
| Customer Company Identification | 0.728                       |                                 |                       |                  |                    |                    |
| Customer Satisfaction           | 0.685                       | 0.671                           |                       |                  |                    |                    |
| Digital Strategy                | 0.655                       | 0.692                           | 0.824                 |                  |                    |                    |
| Product Evaluation              | 0.381                       | 0.196                           | 0.298                 | 0.320            |                    |                    |
| Purchase Intention              | 0.151                       | 0.062                           | 0.261                 | 0.223            | 0.213              |                    |

Source(s): By authors (2025)

Table 4 presents the results of discriminant validity testing using the Heterotrait-Monotrait Ratio (HTMT) method. The HTMT test is used to measure the extent to which a construct is truly different from other constructs in a research model. According to Hair et al. (2021), a model is said to meet discriminant validity if the HTMT value between constructs is below the recommended limit of 0.90 (or more strictly <0.85).

Based on Table 4, all HTMT values are below the 0.90 threshold, indicating adequate discriminant validity. The highest value is between Customer Satisfaction and Digital Strategy (0.824), showing a strong but still distinguishable relationship. Other constructs also have HTMT values below 0.90, including Cross-Selling Opportunities with Customer Company Identification (0.728), Customer Satisfaction (0.685), and Digital Strategy (0.655). Customer Company Identification also

shows acceptable values with Customer Satisfaction (0.671) and Digital Strategy (0.692). Product Evaluation has relatively low HTMT values with other constructs (0.196–0.381), while Purchase Intention ranges from 0.062 to 0.261. Overall, these results confirm that all constructs are empirically distinct and meet the requirements for discriminant validity.

#### 4.1.4. Structural Model Testing (Inner Model)

##### Relevance and Predictive Power

In the context of structural model evaluation, the coefficient of determination, operationalized through the  $R^2$  value, is one of the most fundamental and consistently applied metrics by researchers. The  $R^2$  value essentially quantifies the proportion of variance in the dependent variable that can be simultaneously explained by all independent variables included in the model. The  $R^2$  value ranges on a continuum between 0 and 1, with values closer to 1 reflecting a model's higher and more comprehensive predictive capability. Referring to the interpretive framework formulated by Hair et al. (2021),  $R^2$  values of 0.75, 0.50, and 0.25 are categorized as substantial, moderate, and weak, respectively, ategorizations that serve as interpretive guidelines for researchers in assessing the degree of explanatory power of the constructed model.

**Table 5 | R Square Result**

|                       | <b>R Square</b> | <b>R Square Adjusted</b> |
|-----------------------|-----------------|--------------------------|
| Customer Satisfaction | 0,527           | 0,519                    |
| Purchase Intention    | 0,056           | 0,052                    |

Source(s): By authors (2025)

Based on Table 5, the R Square value for Customer Satisfaction is 0.527, meaning that Cross-Selling Opportunities, Customer–Company Identification, Product Evaluation, and Digital Strategy collectively explain 52.7% of the variance in Customer Satisfaction, while the remaining 47.3% is explained by other factors outside the research model. The adjusted R Square value of 0.519 indicates that after adjusting for the number of predictors in the model, 51.9% of the variation in Customer Satisfaction can still be explained by the independent variables. Meanwhile, the R Square value for Purchase Intention is 0.056, indicating that the variables included in the model explain only 5.6% of the variance in Purchase Intention, while the remaining 94.4% is explained by other factors outside the model. The adjusted R Square value of 0.052 shows that after adjustment, the model explains 5.2% of the variation in Purchase Intention. Thus, the model has substantially stronger explanatory power for Customer Satisfaction than for Purchase Intention.

**Table 6 | F Square Result**

|                                                          | <b>Original Sample (O)</b> | <b>Sample Mean (M)</b> | <b>Standard Deviation (STDEV)</b> | <b>T Statistics ( O/STDEV )</b> | <b>P Values</b> |
|----------------------------------------------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Cross Selling Opportunities -> Customer Satisfaction     | 0,042                      | 0,047                  | 0,034                             | 1,263                           | 0,207           |
| Customer Company Identification -> Customer Satisfaction | 0,036                      | 0,044                  | 0,029                             | 1,257                           | 0,210           |
| Customer Satisfaction -> Purchase Intention              | 0,059                      | 0,068                  | 0,026                             | 2,246                           | 0,025           |
| Digital Strategy -> Customer Satisfaction                | 0,277                      | 0,293                  | 0,083                             | 3,329                           | 0,001           |
| Product Evaluation -> Customer Satisfaction              | 0,002                      | 0,009                  | 0,011                             | 0,222                           | 0,824           |

Source(s): By authors (2025)

Based on Table 6, the f-square results show the magnitude of each predictor's effect on the endogenous variables. The Cross-Selling Opportunities → Customer Satisfaction relationship has an f-square value of 0.042 with a p-value of 0.207, indicating a small effect and statistically insignificant result. Similarly, Customer–Company Identification → Customer Satisfaction has an f-square value of 0.036 and a p-value of 0.210, indicating a small and insignificant effect. The Customer Satisfaction → Purchase Intention relationship has an f-square value of 0.059 with a p-value of 0.025, indicating a small effect that is statistically significant. Meanwhile, Digital Strategy → Customer Satisfaction has the highest f-square value of 0.277 with a p-value of 0.001, indicating a moderate effect and statistically significant relationship. This shows that Digital Strategy

makes the strongest contribution to explaining Customer Satisfaction among the predictors examined. Finally, Product Evaluation → Customer Satisfaction has an f-square value of only 0.002 with a p-value of 0.824, indicating a negligible effect and statistically insignificant relationship. Overall, Digital Strategy is the predictor with the strongest effect on Customer Satisfaction, while Product Evaluation has the weakest effect.

#### 4.1.5. Hypothesis Testing

Table 7 presents the results of testing the direct relationship between variables and the mediating effect of Customer Satisfaction in this research model.

**Table 7 | a. Testing of Direct Effects**

| Relationships                                            | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values |
|----------------------------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Cross Selling Opportunities -> Customer Satisfaction     | 0.193               | 0.187           | 0.074                      | 2,595                    | 0.010    |
| Customer Company Identification -> Customer Satisfaction | 0.176               | 0.180           | 0.065                      | 2,718                    | 0.007    |
| Customer Satisfaction -> Purchase Intention              | 0.236               | 0.246           | 0.046                      | 5,153                    | 0,000    |
| Digital Strategy -> Customer Satisfaction                | 0.462               | 0.467           | 0.057                      | 8,064                    | 0,000    |
| Product Evaluation -> Customer Satisfaction              | 0.036               | 0.046           | 0.049                      | 0.744                    | 0.457    |

**Note(s):**CSO = Cross Selling Opportunities, CCI = Customer Company Identification, CS = Customer Satisfaction, DS = Digital Strategy, PE = Product Evaluation, PI = Purchase Intention

Source(s): By authors (2025)

**Table 7 | b. Testing of Mediation Effects (Indirect Effects)**

| Relationships                                                                  | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values |
|--------------------------------------------------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Cross Selling Opportunities -> Customer Satisfaction -> Purchase Intention     | 0.046               | 0.046           | 0.020                      | 2,302                    | 0.022    |
| Customer Company Identification -> Customer Satisfaction -> Purchase Intention | 0.041               | 0.044           | 0.018                      | 2,307                    | 0.021    |
| Digital Strategy -> Customer Satisfaction -> Purchase Intention                | 0.109               | 0.115           | 0.026                      | 4,155                    | 0,000    |
| Product Evaluation -> Customer Satisfaction -> Purchase Intention              | 0.009               | 0.011           | 0.012                      | 0.695                    | 0.488    |

Source(s): By authors (2025)

## 4.2 DISCUSSION

### 4.2.1. The Effect of Cross-Selling Opportunities on Customer Satisfaction

Referring to the hypothesis testing results presented in Table 4a, cross-selling opportunities were shown to have a statistically significant impact on customer satisfaction, with a path coefficient of 0.193, a t-statistic of 2.595, and a p-value of 0.010 (<0.05). Although the resulting effect proved significant, the relatively moderate coefficient value indicates that the implementation of an improperly calibrated cross-selling strategy has the potential to limit the acceleration of optimal customer satisfaction improvements. This finding aligns with the argument of Shirwa et al. (2025), who asserted that cross-selling will only be effective in increasing satisfaction if customers internalize the offer as a contextually relevant and valuable solution. Conversely, if additional product offers are perceived solely as exploitative sales pressure, customers tend to construct counterproductive responses. This proposition is further strengthened by Mofokeng (2020), who asserted that a relationship marketing approach—including a cross-selling strategy—can only accelerate the formation of satisfaction through value-laden and meaningful interactions for customers. Thus, H1 is accepted, but the effectiveness of cross-selling fundamentally depends on the relevance and quality of the offer made to the customer.

#### 4.2.2. The Effect of Customer–Company Identification on Customer Satisfaction

The results of the H2 test confirm that customer–company identification has a positive and significant effect on customer satisfaction, with a path coefficient of 0.176, a T-statistic of 2.718, and a p-value of 0.007. This finding provides empirical support for the premise that emotional attachment and value congruence between customers and banking institutions are strong relational foundations for constructing customer satisfaction. Kassemeyer et al. (2022) stated that high levels of customer identification significantly accelerate the formation of favorable affective evaluations and increase overall satisfaction. In the Indonesian banking context, customers who perceive alignment between their personal values and the values and image of banking institutions tend to accumulate more positive and psychologically meaningful service experiences. Pham et al. (2025) also emphasized that strong identity attachment serves as a catalyst that encourages the formation of sustained loyalty and persistent satisfaction in the long term. Furthermore, Zulu and Muposhi (2025) found that customer identification plays an instrumental role in shaping satisfaction in the financial services sector, a finding consistent with the results of this study. Thus, H2 is accepted.

#### 4.2.3. The Effect of Product Evaluation on Customer Satisfaction

The results of the H3 test indicate that product evaluation does not have a significant impact on customer satisfaction, with a path coefficient of 0.036, a T-statistic of 0.744, and a p-value of 0.457 ( $>0.05$ ). This result contradicts the study by Wagner and Hort (2025) who stated that perceived product quality is the primary determinant of satisfaction, and Bruin et al. (2021) who proved that positive assessments of financial products have a significant impact on customer satisfaction. The insignificant influence of product evaluation in this study can be explained by the phenomenon of homogeneity of banking products in Indonesia, where savings and deposit products between one institution and another do not show substantial differentiation—either in terms of features or returns—so that product evaluation no longer operates as a primary differentiating factor in customer satisfaction. Empirically, customers are more influenced by relational factors and the quality of the digital service experience than by the intrinsic attributes of the product itself. Thus, H3 is rejected.

#### 4.2.4. The Effect of Digital Strategy on Customer Satisfaction

The results of the H4 test prove that digital strategy has a positive and significant effect on customer satisfaction, with a path coefficient of 0.462, a T-statistic of 8.064, and a p-value of 0.000. This finding is the most dominant among all exogenous variables on satisfaction, indicating that the quality of the digital service experience has transformed into a major determinant of banking customer satisfaction in the contemporary era. These results align with the findings of Cyfert et al. (2025) who stated that a digital strategy aligned with customer needs concretely contributes to measurable increases in service satisfaction. Winit et al. (2025) also explained that an optimal digital experience can construct a more favorable service perception in the minds of customers. Shirwa et al. (2025) confirmed that digital-based banking services have the capacity to have a substantial impact on customer satisfaction, while Westin et al. (2024) emphasized that digital transformation aggregately improves the quality of the customer experience. The high penetration of mobile banking in Indonesia, as reported by Bank Indonesia (2024), also strengthens the relevance and significance of these findings. Thus, H4 is accepted.

#### 4.2.5. The Effect of Customer Satisfaction on Purchase Intention

The results of the H5 test confirm that customer satisfaction has a positive and significant effect on purchase intention, with a path coefficient of 0.236, a T-statistic of 5.153, and a p-value of 0.000. This coefficient value confirms the central role of satisfaction as a determinant that consistently drives customer purchase intention. This finding is consistent with Bruin et al. (2021) who stated that customer satisfaction plays a direct role in accelerating the formation of purchase intention in the banking sector. Supriyanto et al. (2021) also emphasized that satisfaction is the most consistent primary predictor in explaining subsequent customer behavioral tendencies. Wang et al. (2026) suggested that customer satisfaction is the most fundamental psychological foundation for the formation of purchase intention and persistent loyalty. Meanwhile, Zulu and Muposhi (2025) interpreted that satisfaction progressively strengthens the quality of long-term relationships and the intensity of customer purchase intention in the service sector. These findings also confirm that, in the Indonesian banking context, customers who

accumulate satisfaction with service quality, digital experiences, and emotional attachment to banking institutions consistently demonstrate stronger intentions to adopt additional products such as term savings and deposits. Thus, H5 is accepted.

#### **4.2.6. The Mediating Role of Customer Satisfaction in the Effect of Cross-Selling Opportunities on Purchase Intention**

The H6 mediation effect test confirmed that customer satisfaction significantly mediates the influence of cross-selling opportunities on purchase intention, with an indirect effect coefficient of 0.046, a T-statistic of 2.302, and a p-value of 0.022. Pham et al. (2025) emphasized that cross-selling opportunities have a positive relationship with company satisfaction and profitability only when the proposed offer is perceived as relevant by customers. Thus, customer satisfaction acts as a significant mediator, but the quality and relevance of the cross-selling offer are fundamental prerequisites for a positive and measurable impact. H6 is accepted.

#### **4.2.7. The Mediating Role of Customer Satisfaction in the Effect of Customer–Company Identification on Purchase Intention**

The results of the H7 test confirm that customer satisfaction significantly mediates the influence of customer–company identification on purchase intention, with an indirect effect coefficient of 0.041, a T-statistic of 2.307, and a p-value of 0.021. Customers who internalize shared values with banking institutions tend to develop a deeper sense of trust and attachment, which further catalyzes the formation of satisfaction and ultimately intensifies the intention to purchase additional products. This finding is consistent with Zulu and Muposhi (2025) who interpreted that customer identification has an indirect effect on purchase intention through the mediation pathway of satisfaction. Pham et al. (2025) also stated that customer–company identification increases satisfaction through the mechanism of building trust and pride in the company, which then encourages the formation of further purchasing behavior. H7 is accepted.

#### **4.2.8. The Mediating Role of Customer Satisfaction in the Effect of Product Evaluation on Purchase Intention**

The results of the H8 test indicate that the mediating effect of customer satisfaction on the relationship between product evaluation and purchase intention is not proven significant, with an indirect effect coefficient of 0.009, a T-statistic of 0.695, and a p-value of 0.488. This finding is consistent with the results of the H3 test which were also insignificant, and indicates that the absence of a direct effect of product evaluation on satisfaction automatically makes the mediation path statistically insignificant. Although Wagner and Hort (2025) found a mediating role of satisfaction in the influence of product evaluation on purchase intention, their research context is fundamentally different from the Indonesian banking setting which is characterized by conditions of saturation and homogeneity of the financial product market. In this context, product evaluation is no longer able to provide substantively meaningful differentiation of customer experience. H8 is rejected.

#### **4.2.9. The Mediating Role of Customer Satisfaction in the Effect of Digital Strategy on Purchase Intention**

The results of the H9 test prove that customer satisfaction strongly mediates the influence of digital strategy on purchase intention, with the largest indirect effect coefficient among all mediation paths tested, namely 0.109, T-statistic 4.155, and p-value 0.000. This finding confirms that digital strategy not only contributes to increasing satisfaction directly, but also functions as a key mediation path that catalyzes the formation of customer purchase intention. Pham et al. (2025) found that customer satisfaction mediates the influence of digital strategy on purchase intention a finding that is fully consistent with the results of this study. Cyfert et al. (2025) also stated that a quality digital strategy creates a more satisfying customer experience, thereby transforming positive digital experiences into concrete intentions to adopt more banking products. In the Indonesian banking context, where customers are increasingly accustomed to and dependent on the digital transaction ecosystem, the path of digital strategy → customer satisfaction → purchase intention is the most strategic and influential route in this research model. H9 is accepted.

## **5. CONCLUSION**

Based on the results of the PLS-SEM analysis, this research concludes that cross-selling opportunities, customer–company identification, and digital strategy each have a positive and significant effect on customer satisfaction, with digital

strategy standing out as the most dominant determinant, while product evaluation does not have a significant effect. Customer satisfaction, in turn, has a positive and significant effect on purchase intention. Customer satisfaction is also confirmed to mediate the effect of digital strategy, cross-selling opportunities, and customer-company identification on purchase intention, but does not significantly mediate the effect of product evaluation on purchase intention.

## 6. LIMITATIONS AND IMPLICATIONS

The managerial implications of these findings suggest that banking institutions need to prioritize investment in the quality of digital platforms, such as mobile banking and internet banking, given that digital strategy has been shown to be the strongest determinant of customer satisfaction and catalyzes customer purchase intention. Furthermore, cross-selling programs should be designed based on specific customer needs, rather than simply sales targets, so that savings and deposit product offerings are perceived as valuable solutions and not as commercial pressures. Management also needs to prioritize building emotional closeness and value congruence between the institution and its customers reflected in customer-company identification through relationship marketing strategies, through loyalty programs, value-based communications, and customer community engagement. Finally, differentiation of savings and deposit products needs to be strengthened, given that product homogeneity has resulted in product evaluation no longer being the primary differentiator of satisfaction in the Indonesian banking market.

This research has several limitations that should be considered. First, data was collected from Indonesian banking customers in general without distinguishing between bank types (conventional vs. Islamic banks, large banks vs. rural banks), so generalizations across segments should be made with caution. Second, the use of a cross-sectional survey cannot capture the dynamics of changes in customer satisfaction and purchase intentions over time. Third, this research only tested four predictor variables for satisfaction, while other factors such as frontline service quality, brand reputation, and competitive interest rates were not included in the model.

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**Conflict of Interest Statement:** The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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