

# Islamic Green Banking Competitive Model: Strengthening Customer Loyalty in BPRS Mitra Mentari Sejahtera

Fatkur Rohman Albanjari,<sup>1\*</sup> Nugraheni Fitroh R. Syakarna,<sup>2</sup> Syafiatul Makrifah Maysarah,<sup>3</sup> Anisah Salma Ramadhani<sup>4</sup>

<sup>1,2,3</sup>Department of Sharia Economics, Faculty of Islamic Studies, Muhammadiyah University of Ponorogo, Indonesia

<sup>4</sup>Department of Islamic Economics and Finance (ISEFAM), Sakarya University, Turkey

Email: [fatkhurrohmanalbanjari@gmail.com](mailto:fatkhurrohmanalbanjari@gmail.com),<sup>1\*</sup> [nugraheni@umpo.ac.id](mailto:nugraheni@umpo.ac.id),<sup>2</sup> [syafiasarah21@gmail.com](mailto:syafiasarah21@gmail.com),<sup>3</sup> [anisah.ramadhani@ogr.sakarya.edu.tr](mailto:anisah.ramadhani@ogr.sakarya.edu.tr)<sup>4</sup>

## Abstract

*Implementing green banking in Islamic credit banks (BPRS) is particularly challenging because these microfinance institutions operate with limited resources while simultaneously maintaining close social, religious, and community-based relationships with local customers. Environmental sustainability issues have encouraged the Islamic banking sector to integrate environmentally friendly principles into its operations through the concept of green banking. This study aims to analyze the implementation of green banking at BPRS Mitra Mentari Sejahtera and its effect on customer loyalty and competitive advantage. The research uses a mixed-methods sequential exploratory design, with a qualitative stage comprising in-depth interviews and Focus Group Discussions (FGDs), followed by the Analytic Network Process (ANP) to determine the priority factors in the decision network model. The participants included the Branch Manager, Funding Officers, Operational Managers, Islamic banking practitioners, and selected customers who were involved in banking services. The results show that green financing is the dominant factor in implementing green banking, while reputation is the main determinant of competitive advantage. In terms of customer loyalty, trust has the highest weight compared to satisfaction, commitment, and word of mouth. Priority analysis indicates that green banking contributes more strongly to competitive advantage than to customer loyalty directly, with reputation and green financing as the main drivers of competitiveness. Customer loyalty is formed indirectly by strengthening institutional reputation and customer trust. These findings confirm that green banking at BPRS is not merely an operational policy but rather a value-based institutional strategy that strengthens reputation and builds trust, the foundation of customer loyalty.*

**Keywords:** Green Banking; Islamic Banking; Customer Loyalty; Competitive Advantage

## Introduction

Environmental sustainability has become one of the major global agendas and increasingly needs to be integrated across sectors, including the financial sector. This is in line with the Sustainable Development Goals (SDGs), in particular the 13th goal on climate action and goal 12 on sustainable consumption and production.<sup>1</sup> Financial institutions, including Islamic banking, have a strategic role in supporting sustainable development, because they have a capable direct flow of funds to friendly sectors in an environment.<sup>2,3</sup>

In the context of Islamic banking, the principles of sustainability align with Islamic values that emphasize balance (*mīzān*), sustainability (*istidāmah*), and social responsibility (*maslahah*). Concept green banking, or banking green, can be one of

<sup>1</sup> National Statistical Office, *A Study of Sustainable Development Goals (SDGs) Indicators*, (2014), 172.

<sup>2</sup> Broto Rauth Bhardwaj and Atul Malhotra, "Green Banking Strategies: Sustainability through Corporate Entrepreneurship," *Greener Journal of Business and Management Studies*, Vol. 3, No. 4 (2013), 180–193.

<sup>3</sup> Dewi Malihatul Mawaddah and Ferry Khusnul Mubarak, "Transformasi Keuangan Berkelanjutan: Peran Bank Syariah dalam Mendukung UMKM melalui Green Financing dan QRIS Cross-Border," 2025.

the real implementation principles mentioned. Green banking can be interpreted as a bank strategy to integrate principle-friendly operational environment and service, starting from efficient energy, digitalization transactions, up to financing project-oriented environment.<sup>4,5</sup>

PT BPR Syariah Mitari Sejahtera, or Bank Mitra Syariah, is an Islamic finance institution operating in the Regency of Ponorogo, with its main services being savings and deposits, as well as the distribution of sharia-based financing. This bank is one of Muhammadiyah's business and social enterprises (Amal Usaha Muhammadiyah/AUM) operating in the financial sector. Syariah Partner Bank obtained permission in principle from the Financial Services Authority (OJK) in November 2015 and, in general, an official stand based on Deed No. 11 dated 12 March 2016, which was ratified by notary H. Romlan, S.H., as well as permission for business on November 28, 2016, before starting to operate on December 13, 2016. In its activities, Bank Mitra Syariah has woven a cooperation strategy with various other AUMs, such as Muhammadiyah University Ponorogo, Muhammadiyah General Hospital, Aisyiyah General Hospital, PT Daya Surya Sejahtera (Surya Mart), cooperatives, institutions of education, starting from PAUD-TK Aisyiyah until middle school, Muhammadiyah mosque, and businessman Muhammadiyah cadres.

This synergy strengthens the role of Bank Mitra Syariah as an institution supportive of the economic growth of the people, while strengthening the network of Muhammadiyah institutions in Ponorogo.<sup>6</sup> The extensive Muhammadiyah institutional network in Ponorogo also provides strategic support for the implementation of green banking practices at BPRS Mitra Mentari Sejahtera. Through collaboration with Muhammadiyah schools, hospitals, mosques, cooperatives, and business units, the bank has greater opportunities to promote environmentally responsible financing, digital financial services, and sustainability-oriented economic activities within a closely connected community network. This institutional ecosystem makes BPRS Mitra Mentari Sejahtera a unique case for examining the integration of Islamic values, sustainability, and microfinance practices.

The sustainability of Islamic banking institutions is closely related to their financial performance and profitability. Profitability serves as an important indicator of banking resilience and long-term viability. Therefore, green banking initiatives should be evaluated not only from environmental and social perspectives but also for their potential contributions to financial performance, operational resilience, and sustainable growth. As Islamic banks continue to face increasing competition and evolving customer expectations, the ability to integrate sustainability principles into business strategies may become a critical source of differentiation and long-term competitiveness. This issue is particularly important for Islamic rural banks (BPRS), which operate in highly competitive markets and depend heavily on customer trust and loyalty to maintain sustainable growth.<sup>6</sup>

---

<sup>4</sup> Ardella Vidya Riana, "The Impact of Green Banking Initiatives: Assessing Environmentally Friendly Banking on Islamic Banks in Indonesia," *SUKUK: International Journal of Banking*, Vol. 3, No. 1 (2024), 1–15.

<sup>5</sup> Satia Tampikalih and Syafri, "The Effect of Green Banking Implementation and Financial Performance on Bank Profitability in Indonesia," *Journal of Accounting and Finance Management*, Vol. 6, No. 2 (2025), 784–790.

<sup>6</sup> Miftahul Huda, et. al., "The Effect of Macroeconomic Variables on the Profitability of Islamic Commercial Banks in Indonesia," *Islamic Economics Journal*, Vol. 10, No. 2 (2024), 135–149.

BPRS Mitra Mentari Sejahtera was chosen as the object of study because of its commitment to development services, its Sharia-based nature, and its potential to integrate environmentally friendly strategies into its operations. While previous studies have confirmed a positive relationship between green banking, customer loyalty, and competitive advantage in large Islamic commercial banks, limited research has examined whether similar patterns hold for BPRS operating within tightly interconnected community and institutional networks.

A study about green banking in Indonesia shows significant development, especially in Islamic banking. Previous studies highlight levels of digital readiness and green banking, the influence of green banking implementation on the profitability of Islamic banks during the pandemic, and bank performance as measured by the green banking disclosure index. Several studies also confirm a positive correlation between green banking practices and customer loyalty, as well as the advantages for competitive financial institutions.<sup>7</sup> The majority of studies use a quantitative approach based on secondary data and focus on large-scale national Islamic commercial banks. Thus, the study-related implementation of green banking at BPRS, especially in exploring the perceptions of customers and management in depth, remains very limited.

This research is novel in making BPRS Mitra Mentari Sejahtera the object of study, a memory study similar to those that are still seldom conducted at the BPRS level. In addition, green banking in this study is viewed not only as a sustainability strategy but also as a factor contributing to customer loyalty and competitive advantage. The use of qualitative methods through in-depth interviews and focus group discussions, combined with the Analytic Network Process (ANP), offers a marked advantage by comprehensively mapping priority factors and producing more strategically applicable recommendations. This research enriches the literature on the integration of green banking into micro sharia banking, making a practical contribution to strengthening sustainable business strategy in BPRS.<sup>8</sup>

Thus, this research is relevant and urgent in addressing the knowledge gap still present in previous studies. This research aims to comprehensively analyze the implementation of green banking at BPRS Mitra Mentari Sejahtera, with an emphasis on policies, operations, and service strategies aligned with sustainability principles. In addition, this research aims to examine the extent of green banking implementation. influential to loyal customers, including in forming trust, satisfaction, and commitment, long-term customers to institutions. Furthermore, this research seeks to explore the contribution of green banking to building superior competitive companies, especially in improving image, differentiating services, and positioning the strategic BPRS Mitra Mentari Sejahtera in the competitive industry. Islamic banking is increasingly dynamic.

---

<sup>7</sup> Broto Rauth Bhardwaj and Atul Malhotra, "Green Banking Strategies: Sustainability through Corporate Entrepreneurship," *Greener Journal of Business and Management Studies*, Vol. 3, No. 4 (2013), 180–193.

<sup>8</sup> Ascarya, "Analytic Network Process (ANP): Pendekatan Baru Studi Kualitatif," *Pusat Pendidikan dan Studi Kebanksentralan, Bank Indonesia* (2005), 1–52.

## Literature Review

### *The Concept of Green Banking in the Banking Industry*

Green banking is a strategic approach in the financial industry that integrates environmental sustainability principles into banking operations, financing policies, and financial services. This concept not only emphasizes internal efficiency through paperless banking and service digitalization, but also includes environmentally responsible financing policies and the integration of Environmental, Social, and Governance (ESG) principles.<sup>9</sup>

In a global context, green banking is seen as part of sustainable finance, supporting the achievement of the Sustainable Development Goals (SDGs), particularly in relation to climate action and sustainable production.<sup>10</sup> Recent studies show that integrating green banking practices can enhance institutional reputations and strengthen the legitimacy of social banking in the eyes of stakeholders.<sup>11</sup> In the context of Islamic banking, green banking is well aligned with the principle of *maqāṣid al-sharī'ah*, which emphasizes welfare and a sustainable environment. Islamic banks assess their own potential more strongly in adopting green financing because ethical and social values are embedded in their business model.<sup>12</sup>

### *Green Banking and Loyalty Customer*

Customer loyalty refers to a customer's commitment to consistently use the products and services of a particular institution over the long term.<sup>13</sup> In literature marketing services, loyalty is influenced by satisfaction, trust, and perception mark (value perception). Studies have shown that green banking practices positively impact customer loyalty by improving companies' image and building customer trust.<sup>14</sup> When the bank demonstrates commitment to sustainability, customers tend to develop a stronger emotional attachment, which increases customer retention.<sup>15</sup>

Recent studies further confirm that green banking practices contribute significantly to customer loyalty by fostering green trust and a green image. Customers who perceive banks as environmentally responsible tend to develop a stronger emotional attachment to and commitment to the institution. Green banking awareness positively influences green trust, which subsequently strengthens green loyalty and long-term customer relationships. This finding indicates that sustainability-oriented banking strategies not only improve customer perceptions

<sup>9</sup> Wajahat Azmi, Adam Ng, Ginanjar Dewandaru and Ruslan Nagayev, "Doing Well While Doing Good: The Case of Islamic and Sustainability Banking," *Global Finance Journal*, No. 49 (2019), 100548.

<sup>10</sup> Ulrich Volz, *Fostering Green Finance for Sustainable Development in Asia*. Asian Development Bank Institute Working Paper, 2018.

<sup>11</sup> Amin Jan, Maran Marimuthu, and Muhammad Pisol, "The Nexus of Sustainability Practices and Financial Performance: From the Perspective of Islamic Banking," *Journal of Cleaner Production*, No. 228 (2019), 703–717.

<sup>12</sup> Muhammad Umar, et. al., "The Impact of Resource Curse on Banking Efficiency: Evidence from Twelve Oil Producing Countries," *Resources Policy*, No. 72 (2021), 102080.

<sup>13</sup> Raouf Ahmad Rather, and Linda D. Hollebeek, "Customers' Service-Related Engagement, Satisfaction, and Loyalty," *Journal of Retailing and Consumer Services*, No. 61 (2021), 102–118.

<sup>14</sup> Ajaz Akbar Mir, et. al., "Innovation and Green Development: Green Banking Practices and Customer Satisfaction-Way to Green Sustainability," *Innovation and Green Development*, Vol. 4, No. 2 (2025), 100221.

<sup>15</sup> Ajaz Akbar Mir, et. al., "Innovation and Green Development: Green Banking Practices and Customer Satisfaction-Way to Green Sustainability," *Innovation and Green Development*, Vol. 4, No. 2 (2025), 100221.

of corporate responsibility but also create relational value that enhances customer retention and advocacy behavior.<sup>16,17</sup>

The development of digital banking services further strengthens the relationship between sustainability initiatives and customer loyalty. Digital transformation enables banks to provide more efficient, paperless, and environmentally friendly services while improving customer experience. Previous studies indicate that customer engagement through digital channels enhances trust, satisfaction, and loyalty, suggesting that digital banking can serve as a complementary mechanism for implementing green banking.<sup>18</sup> In the Islamic banking sector, aspects of religiosity and ethical awareness also strengthen the connection between green banking and loyalty. Muslim customers who are concerned about the environment tend to choose a bank that implements sustainable principles as part of its answer, not quite enough to answer Islamic concerns.<sup>19</sup> These findings indicate that green banking is not merely an operational strategy but an instrument of relationship marketing that influences long-term loyalty.

### ***Green Banking and its Advantages Competitive***

Competitive advantage refers to a company's ability to create superior value compared to its competitors.<sup>20</sup> Studies show that banks that integrate sustainability practices in their business models improve their reputation, operational efficiency, and product differentiation. Green banking also contributes to improved long-term performance and financial performance by reducing risk and improving regulatory compliance. In the context of emerging markets, the implementation of green banking is a significant differentiating factor, as not all financial institutions have fully adopted it.<sup>21</sup> Therefore, green banking can be an effective positioning strategy for building a green image and expanding market share.

Recent evidence suggests that green banking has evolved from a compliance-oriented initiative into a strategic capability that strengthens sustainable competitive advantage. Financial institutions that successfully integrate environmental sustainability into their operations and financing activities tend to achieve greater organizational resilience, stronger stakeholder trust, and superior market positioning. Sustainable banking practices enhance institutional reputation and create value that is difficult for competitors to imitate, thereby becoming an important source of long-term competitive advantage within the banking industry.<sup>22</sup>

---

<sup>16</sup> Gozie Ibe-Enwo, Metin İşik, Fevzi Okumus, and Mehmet Ali Asikdari, "The Mediating Effect of Green Image and Bank Trust in the Relationship between Green Banking Practice and Bank Loyalty," *Sustainability*, Vol. 11, No. 17 (2019), 4651.

<sup>17</sup> Viviane Rocha and Cristina Viegas, "Green Banking Awareness and Its Association with Green Attitude, Green Trust, and Green Loyalty," *Journal of Sustainable Finance & Investment* 15 (2025).

<sup>18</sup> Erna May Wulandari and Maya Indriastuti, "Digital Transformation in the Economic Growth of Indonesian Sharia Bank Services," *Islamic Economics Journal*, Vol. 9, No. 2 (2023), 213–239.

<sup>19</sup> Roni Andespa, Yulia Hendri Yeni, Yudi Fernando, and Dessy Kurnia Sari, "Sustainable Development of Islamic Banks by Creating Islamic Branding: Challenges, Importance, and Strategies of Islamic Branding," *International Journal of Sustainable Development and Planning*, Vol. 19, No. 2 (2024), 637–650.

<sup>20</sup> Constantinos N. Leonidou, Constantine S. Katsikeas, and Neil A Morgan, "'Greening' the Marketing Mix: Do Firms Do It and Does It Pay Off?" n.d.

<sup>21</sup> Abdul Kaium Masud, "Is Green Regulation Effective or a Failure: Comparative Analysis between Bangladesh Bank Green Guidelines and Global Reporting Initiative Guidelines," n.d.

<sup>22</sup> Gozie Ibe-Enwo, Metin İşik, Fevzi Okumus, and Mehmet Ali Asikdari, "The Mediating Effect of Green

In the context of Islamic banking, environmental sustainability is not merely a business strategy but also a manifestation of Islamic moral responsibility. Islamic financial institutions are expected to go beyond legal compliance by embedding ethical values, social justice, and stewardship of natural resources into their operational practices. Therefore, green banking can be viewed as an extension of Islamic ethical banking, contributing to the realization of a just social order while simultaneously strengthening institutional legitimacy and competitive positioning.<sup>23</sup>

### **Research Gap**

Although the literature shows a positive association among green banking, customer loyalty, and competitive advantages, few large-scale studies use a quantitative approach based on secondary data from commercial banks. Most existing studies examine green banking primarily as a corporate sustainability strategy within large commercial banks. However, in the context of Islamic microfinance institutions such as BPRS, green banking is also closely connected to *maqashid al-shari'ah*, ethical responsibility, and community-based Islamic values. This religious and ethical dimension has rarely been examined simultaneously with customer loyalty and competitive advantage. Research examining the implementation of green banking in Sharia Rural Banks (BPRS), particularly through an in-depth qualitative approach combined with priority-mapping analysis, remains limited.

Apart from that, there is not much integrated research on green banking as a strategic variable that influences customer loyalty and, at the same time, serves as a source of superior competitive advantage in the context of micro Islamic banking in Indonesia. Therefore, this research attempts to address this gap through a comprehensive approach to network decision analysis.

### **Research Method**

This research employed a mixed-methods sequential exploratory design that combined qualitative approaches with the Analytic Network Process (ANP). The qualitative stage was conducted first to explore in depth the implementation of green banking at BPRS Mitra Mentari Sejahtera. Exploration results were then used to prepare the ANP model to determine priority influencing factors, customer loyalty, and competitive advantages. This design was selected because it could generate a comprehensive contextual understanding and provide structured priority mapping to inform strategic recommendations.

Study implemented at BPRS Mitra Mentari Sejahtera, Regency Ponorogo. Participants were purposively selected based on their direct involvement in green banking practices. The study was conducted at BPRS Mitra Mentari Sejahtera in Ponorogo Regency. Participants were purposively selected based on their direct involvement in green banking practices and decision-making processes. The

---

Image and Bank Trust in the Relationship between Green Banking Practice and Bank Loyalty," *Sustainability*, Vol. 11, No. 17 (2019), 4651. Roni Andespa, et. al., "International Journal of Sustainable Development and Planning Sustainable Development of Islamic Banks by Creating Islamic Branding : Challenges , Importance , and Strategies of Islamic Branding" Vol. 19, No. 2 (2025), 637–50.

<sup>23</sup> Ahmad Mansur, "Islamic Banking, Moral Order and a Just Social Order," *Islamic Economics Journal*, Vol. 9, No. 2 (2023), 169–186.

participants were divided into two groups. The first group consisted of Internal Experts, including the Branch Manager, Funding Officers, Operational Managers, and Islamic banking practitioners within the institution. The second group consisted of External Stakeholders, including selected customers and academics familiar with Islamic banking and sustainability issues. This classification was intended to provide balanced managerial, operational, customer, and academic perspectives in evaluating green banking implementation. This selection aims to obtain perspective managerial, operational and user service in a way balanced

Data was collected through three main stages. Stage First is an in-depth interview with management and staff. Semi-structured interviews were used to explore the forms of green banking implementation, policies, strategies, and sustainability, as well as the operational issues faced. All interviews were recorded and transcribed to ensure data accuracy. The second stage involved a Focus Group Discussion (FGD) with management representatives, customers, and academics. The FGD aims to validate the interview findings and identify the main factors influencing the implementation of green banking. The findings from the discussion were used to formulate the criteria and sub-criteria within the ANP model.

Stage three is the distribution questionnaire comparison, ANP-based pairwise comparison. This instrument is designed based on qualitative findings. The experts were asked to evaluate the relative importance of each factor using the Saaty Scale, a numerical scale ranging from 1 to 9 commonly used in ANP analysis to measure the strength of preference between two elements. The results of this assessment are used to measure the relationships among green banking, customer loyalty, and competitive advantages. In addition to primary data, this study uses secondary data from the BPRS annual report, the Financial Services Authority (OJK) regulations, and relevant scientific literature.

## **Results and Discussions**

This research uses the Analytic Network Process (ANP) to analyze the relationships among green banking implementation, customer loyalty, and competitive advantages at BPRS Mitra Mentari Sejahtera. The expert panel consisted of the Branch Manager, Funding Officers, Operational Managers, Islamic banking practitioners, and selected customers. This composition allows the ANP model to capture the connections between variables more comprehensively by covering policy, implementation, operational, and market-perception dimensions.

Pairwise comparison results show that the connections among variables in the model's form structure form interconnected networks. The ANP comparison results indicate that green banking has a stronger perceived influence on competitive advantage than on customer loyalty directly. Higher scores in the green banking-competitive advantage relationship suggest that sustainability practices are viewed primarily as strategic instruments for strengthening institutional positioning and reputation. Meanwhile, the comparison between Loyalty Customers and Excellence Competitive is in the range 1-5. This score range indicates that green banking implementation is perceived to have a stronger relationship with formation superiority and competitiveness than with customer loyalty.

Analysis of priorities within each cluster shows that the implementation of green banking at BPRS is more oriented towards activities that affect system financing and the institution’s reputation.

**Table 1. Priority Factors in Each Cluster**

Cluster	Dominant Factor	Average Estimate	Interpretation
Green Banking	Green Financing	6.5	Implementation of main green banking
	Digital Banking	5.5	Efficiency service
	Education Customer	5.0	Long-term sustainability strategy
Loyalty Customer	Trust	7.5	Primary foundation of customer loyalty
	Word of Mouth	5.5	Effect derivative
	Satisfaction	4.5	Loyalty transactional
Superiority Competitive	Reputation	7.0	Primary source of competitive strength
	Differentiation	5.5	Positioning strategy
	Innovation	3.5	Supporting factors

The results show that green financing, customer trust, and institutional reputation are the main factors linking green banking to customer loyalty and competitive advantages. To more comprehensively assess connections across clusters, a global synthesis of weights was performed in the ANP model.

**Table 2. Estimate Global Priority Factors**

Factor	Weight Priority
Green & Sharia Reputation	0.22
Green Financing	0.20
Trust Customer	0.18
Green Digital Banking	0.14
Education Customer	0.10
Differentiation Service	0.08
Word of Mouth	0.05
Energy & Cost Efficiency	0.03

The distribution of low-balance weight shows that reputation, green, and Sharia have the highest priority in the system, followed by financing green and trust customers. This shows that implementing green banking at BPRS is more likely to strengthen the institution’s reputation, thereby influencing customer loyalty and competition.

Visualization of priority between clusters shows that the superior competitive own weight is the highest at 0.45, followed by green banking at 0.35 and loyalty customers at 0.20.

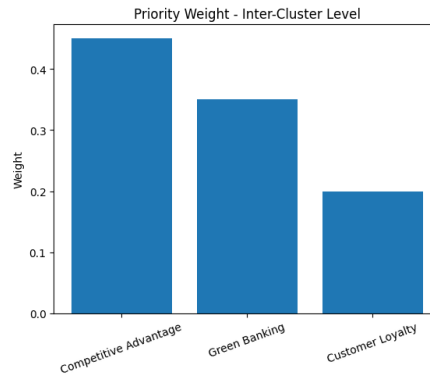


Figure 1. Graph Inter-Cluster Priority

These results show that green banking serves as a strategic driver, while loyal customers emerge as a relational outcome of this strategy. In the green banking cluster, the graph priority shows that financing green (0.30) is the most dominant element, followed by digital banking (0.25).

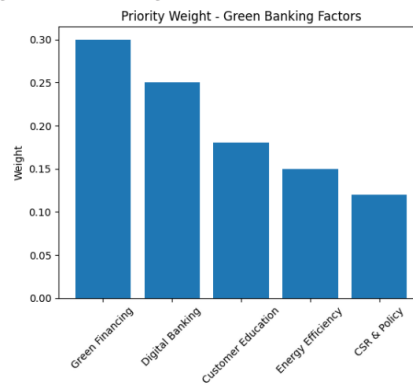


Figure 2. Priority graph within Green Banking Cluster

These findings indicate that implementing green banking at BPRS is more likely to be achieved through activities that support financing for the real economy and a sustainable environment. In the loyalty cluster, customers place the highest weight on their own weight (0.35) compared to satisfaction, commitment, and word of mouth.



Figure 3. Priority graph within Customer Loyalty Cluster

This shows that loyalty customers at Islamic banks are more influenced by relationship-based trust compared to experience-based transactions. Meanwhile, in the cluster of excellence competition, reputation has the highest weight (0.35) compared to differentiation, innovation, and efficiency cost.

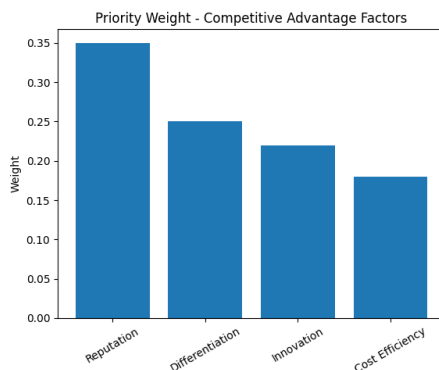


Figure 4. Priority within Competitive Advantage Cluster

Figure 4 shows Reputation (0.35) as a source of superiority. Reputation outperforms differentiation, innovation, and efficiency costs. This shows that, in the context of BPRS, Public trust, Sharia image, legitimacy, and social power determine Power competition more than efficiency costs alone.

**Discussions**

The results of this study show that the implementation of green banking at BPRS Mitra Mentari Sejahtera is not solely function as an instrument operational, but rather has develop become orientation strategic institutional findings that green banking has contribution more strong to superiority competitive compared to to loyalty customers in a way direct indicates that practice sustainability placed at the institutional positioning level, not only at the service level or internal efficiency.

These findings support the Resource-Based View (RBV), which emphasizes that sustainable competitive advantage arises from valuable, inimitable, and nonimitable strategic resources. In this context, reputation green and financing-based sustainability become strategic capital that is not easily replicated by competitors. BPRS Mitra Mentari Sejahtera does not rely on a cost leadership strategy; instead, it builds differentiation based on Sharia values and environmental responsibility.

***Green Banking as an Orientation Strategy to Build Superior Competitive***

Research results show that the implementation of green banking at BPRS Mitra Mentari Sejahtera not only serves as an operational instrument but has also evolved into a strategic orientation for institutions in building superior competitiveness. This is reflected in the ANP results at the inter-cluster level, which show that the superior competitive own-weight priority is highest at 0.45, followed by green banking at 0.35 and loyalty customers at 0.20. This finding shows that practice sustainability is more widely perceived as a strategic mechanism to strengthen an institution’s competitive position than as a direct factor in customer loyalty.

In addition, the analysis priorities in the green banking cluster show that financing green has the highest own weight of 0.30, followed by digital banking at 0.25, while other factors, such as education customers, energy efficiency, and the policy environment, have relatively lower own weights. This finding shows that practice sustainability is not treated merely as an additional activity within bank operations, but rather as part of the institutional strategy, realized through sector-oriented, real sustainability financing. In the increasingly competitive banking industry, integrating sustainability into business strategy is one approach institutions use to differentiate and enhance institutional legitimacy.<sup>24</sup>

BPRS Mitra Mentari Sejahtera has implemented various practices to foster a friendly environment as part of its green banking implementation. This institution uses design, building, and nuanced green as a symbol of its commitment to a sustainable environment. In addition, the management of BPRS Mitra Mentari Sejahtera implements energy conservation policies through daily operational audits to minimize unnecessary electricity consumption. The policy aims to improve energy efficiency while reducing the environmental impact of operational institutions. Besides saving energy, BPRS Mitra Mentari Sejahtera also promotes energy conservation by reducing water and paper use in its activity financing. The management also promoted water conservation initiatives through internal awareness campaigns and workplace resource-saving policies. In addition, the institution reduced paper consumption by using digital administrative systems for financing and customer service processes. The steps demonstrate that BPRS Mitra Mentari Sejahtera has integrated the principle of environmental sustainability into its daily operations.

In the literature on modern banking, green banking is increasingly understood as part of the transformation of strategic sector finance towards a sustainability-oriented business model. Green banking practices include initiatives such as financing projects that promote environmental sustainability, digitalization of banking services to reduce paper use, efficient energy use in bank operations, and the integration of environmental principles into policy financing.<sup>25</sup> I implement practices that not only contribute to a sustainable environment but also provide a strategic mark for banks in improving reputation, building public trust, and competing in the long term.<sup>26</sup>

This research strengthens the Resource-Based View (RBV) perspective, which emphasizes that superior competitive sustainable advantage originates from sources, is a strategic power, and is intangible and difficult for competitors to imitate.<sup>27</sup> In the context of BPRS Mitra Mentari Sejahtera, green banking practices can be understood as a source of power strategy that creates market plus through green reputation, social legitimacy, and institutional differentiation. Reputational sustainability, formed through green banking practices, is an asset-based form of

---

<sup>24</sup> Wajahat Azmi, Adam Ng, Ginanjar Dewandaru, and Ruslan Nagayev, "Doing Well while Doing Good: The Case of Islamic and Sustainability Equity Investing," *Borsa Istanbul Review*, (2019).

<sup>25</sup> Muhammad Umar, Xiangfeng Ji, Nawazish Mirza, and Birjees Rahat, "The Impact of Resource Curse on Banking Efficiency: Evidence from Twelve Oil Producing Countries," *Resources Policy*, No. 72 (2021), 102080.

<sup>26</sup> Amin Jan, Maran Marimuthu, Mohd Pisol, Mohd Isa, and Peter A. Albinsson, "Sustainability Practices and Banks Financial Performance: A Conceptual Review from the Islamic Banking Industry in Malaysia," *International Journal of Business and Management*, Vol. 13, No. 11 (2018), 61-88.

<sup>27</sup> Constantinos N. Leonidou, Constantine S. Katsikeas, and Neil A. Morgan, "'Greening' the Marketing Mix: Do Firms Do It and Does It Pay Off?" n.d.

reputational building that arises from long-term interactions between the institution's finances and stakeholders' interests and thus cannot be easily replicated by other institutions over time.<sup>28</sup> Sustainable competitive advantage in the banking industry is increasingly associated with operational efficiency and the effective utilization of resources. Recent evidence from Indonesian Islamic banking highlights that efficiency remains a critical determinant of institutional performance and competitiveness. Green banking initiatives that reduce operational waste, encourage digitalization, and improve resource management may therefore contribute to long-term competitive advantage through enhanced efficiency and sustainability performance.<sup>29</sup>

In addition, from a business strategy perspective, the integration of green banking reflects a differentiation strategy, as put forward.<sup>30</sup> Differentiation in industry banking is not always realized through innovative products or technology only, but also through values and identity, institutional differentiation, something that sets an institution apart from its competitors. In this study, BPRS Mitra Mentari Sejahtera differentiated itself by positioning itself as an Islamic finance institution that integrates market sustainability into its activities, financing, and operations. This strategy creates a unique mark, strengthening the bank's position in the competitive financial services industry. Research also shows that integrating sustainability principles into the finance sector is positively associated with improved performance, organizational excellence, and competitiveness. A study shows that implementing sustainability practices in institutional finance improves institutional reputation and long-term performance.<sup>31</sup> Likewise, research finds that green finance practices can enhance the legitimacy of social banking and strengthen alignment with stakeholders' interests, ultimately intensifying competition in institutional finance.<sup>32</sup>

In the Indonesian context, the development of green banking is also increasing. Get attention along with increasing commitment to sector finance for development, sustainable research, and national shows that implementation of green banking in the industry banking Not only has an impact on environmental aspects, but also is capable of increasing the image of institutions and strengthening public trust in institutional finance.<sup>33</sup> This shows that sustainable practices have implications for building long-term connections between the bank and its customers. In the context of Islamic banking, integrating green banking has additional dimensions because it aligns with Islamic ethical values that emphasize not only social and economic

<sup>28</sup> Almunadiya and Luluk Widyawati, "Sustainability Reporting and Bank Performance: Evidence from ASEAN-5 Countries," in *Proceedings of the Third International Conference on Innovations in Social Sciences Education and Engineering (ICoISSEE-3)* (Bandung, Indonesia, July 8, 2023).

<sup>29</sup> Zulfa Ahmad Kurniawan, "Comparison of Islamic Commercial Banks and Islamic Business Units: Which Is More Efficient?" *Islamic Economics Journal*, Vol. 11, No. 1 (2025), 61–76.

<sup>30</sup> Michael Eugene Porter, *Competitive Advantage: Creating and Sustaining Superior Performance* (New York: Free Press, 1985).

<sup>31</sup> Almunadiya and Luluk Widyawati, "Sustainability Reporting and Bank Performance: Evidence from ASEAN-5 Countries," in *Proceedings of the Third International Conference on Innovations in Social Sciences Education and Engineering (ICoISSEE-3)* (Bandung, Indonesia, July 8, 2023).

<sup>32</sup> Samreen, Javeria Akhter, Muhammad Irfan, and Bushra Abid, "Green Finance and Environmental Sustainability: Evidence from Developing Economies," *International Journal of Sustainable Dynamics*, Vol. 2, No. 1 (2025), 33–43.

<sup>33</sup> Almunadiya and Luluk Widyawati, "Sustainability Reporting and Bank Performance: Evidence from ASEAN-5 Countries," in *Proceedings of the Third International Conference on Innovations in Social Sciences Education and Engineering (ICoISSEE-3)* (Bandung, Indonesia, July 8, 2023).

justice but also environmental sustainability. Principles of sustainability in Islamic economics are closely related to the draft *maqashid sharia*, which emphasizes the protection of life, property, and the environment. Therefore, the implementation of green banking in BPRS is not only a business strategy but also a manifestation of Islamic ethical values in economic activities.

Overall, these findings indicate that green banking serves as an orientation strategy that strengthens BPRS's competitive position by fostering reputation sustainability, social legitimacy, and institutional differentiation. Thus, the practice of sustainability not only contributes to environmental aspects but also becomes a source of sustainable competitiveness in the Islamic banking industry.

### ***Reputation and Trust as Mechanism for Customer Loyalty***

Findings show that reputation and trust play important roles as mediators in the relationship between green banking and customer loyalty. The results of the ANP analysis show that, among loyalty cluster customers, trust in own weight priority is highest at 0.35, compared to satisfaction at 0.25 and commitment and word of mouth, each at 0.20. This finding shows that loyal customers in the context of Islamic banking are more influenced by relationship-based trust compared to transaction satisfaction alone. In addition, in the cluster of excellence, competitive reputation carries the highest weight, at 0.35, compared to differentiation at 0.30, innovation at 0.20, and efficiency cost at 0.15. This finding shows that a reputable institution plays a strategic role in building public trust and strengthening long-term customer relationships. This shows that in the context of Islamic banking, loyalty is not formed solely by the experience of satisfactory transactions, but by the perception of the institution's integrity and consistency.

Customer loyalty is reflected in customers' willingness to voluntarily visit the bank and continue using its financial services without external pressure. Customers preferred to conduct financial transactions at BPRS because the institution provided responsive, reliable, and personalized services. In addition, the culture-positive organization in the environment of BPRS Mitra Mentari Sejahtera also creates a friendly and professional atmosphere. Conditions that still drive customers to use service financing through BPRS. BPRS Mitra Mentari Sejahtera also provides a full range of services to customers, from the initial financing submission to the disbursement of funds. Bank officers provided direct assistance and guidance throughout the financing process to improve customers' understanding and access to service. Approach service to help customers understand the procedure of financing with more clarity and improve the comfort of customers in transactions with an Islamic finance institution.

In addition, BPRS Mitra Mentari Sejahtera accelerates the disbursement process financing through the internal digital system developed by the institution. The system enables administrative and verification processes to be completed more efficiently and quickly. Speed service. This provides customers with a sense of security and certainty when obtaining financing. Thus, quality service, institutional reputation, and convenient financing systems play an important role in building trust and loyalty among customers towards BPRS Mitra Mentari Sejahtera.

This strengthens the theory of commitment-trust, which holds that an ongoing relationship between companies and customers can be formed only when there is a high level of confidence in the integrity, competence, and reliability of institutions.<sup>34</sup> In this research, customer satisfaction is transactional and short-term, whereas trust is relational and develops through long-term interaction between banks and customers. Within the service finance sector, trust plays a very important role because of the banking nature of its products, their intangibility, and heavy dependence on perceptions of security and institutional credibility.<sup>35</sup> Studies have shown that a company's positive reputation can increase customer trust and strengthen loyalty over the long term. A study finds that reputation sustainability significantly influences the formation of trust in the financial services industry, ultimately impacting customer loyalty.<sup>36</sup>

In the context of sustainability, green banking practices play a role in building a green reputation, namely, the public perception that the institution finances its own commitment to addressing environmental issues. Reputation sustainability not only increases the image of institutions but also strengthens the legitimacy of a social company in the eyes of stakeholders.<sup>37</sup> Research also shows that reputation-based sustainability is positively associated with increased customer trust and loyalty to financial institutions.<sup>38</sup> In the context of Islamic banking, the dimensions of trust carry deeper meaning than in conventional banking. Trust is not only related to quality service or secure transactions, but also to customers' perception of the bank's compliance with Sharia principles, moral integrity, and transparency in the use of funds.<sup>39</sup> Therefore, a strong Sharia reputation is an important factor in building legitimacy and credibility for Islamic finance institutions.

The latest study on Islamic banking also shows that reputation and trust are the main determinants of customer loyalty. A study found that the reputation of Islamic banks significantly influences customers' trust, ultimately strengthening loyalty to the bank.<sup>40</sup> Findings. The same was stated, showing that trust is a key factor in maintaining customer loyalty in Indonesia's Islamic banking industry.<sup>41</sup> In addition, recent research shows that implementing sustainable practices in the banking sector also improves institutional reputations and public perceptions. A study found that green banking practices in the Indonesian banking industry have a positive influence on the image of institutions as well as on customer trust in the

<sup>34</sup> Robert M. Morgan, and Shelby Hunt, "The Commitment-Trust Theory of Relationship Marketing," *Journal of Marketing*, Vol. 58, No. 3 (1994), 20–38.

<sup>35</sup> Pursey P. M. A. R. Heugens, *Fame and Fortune: How Successful Companies Build Winning Reputations*, Upper Saddle River, NJ: FT Press, 200.

<sup>36</sup> Gu, S, "Corporate Social Responsibility and Customer Loyalty: The Mediating Role of Co-Creation and Customer Trust." *Asian Journal of Economics, Business and Accounting*, Vol. 23, No. 3 (2023), 1–19.

<sup>37</sup> R. Zulbetti, and A. Muzaffirah, "Sustainable Finance and Green Economic Growth: Evidence from the Indonesian Banking Sector," Vol. 13, No. 1 (2025), 37–57.

<sup>38</sup> M. Simbai, M. Kudzanai, and R. Tinashe, "Corporate Social Responsibility and Customer Loyalty: A Review of Literature," *International Journal of Corporate Studies*, Vol. 3, No. 1 (2024), 65–75.

<sup>39</sup> Riyad Moosa, "Corporate Social Responsibility from an Islamic Perspective: An Overview," *International Journal of Research in Business and Social Science*, Vol. 12, No. 7 (2023), 303–311.

<sup>40</sup> W. Handayani, "The Influence of Customer Trust and Corporate Reputation on Customer Loyalty with Customer Satisfaction as a Moderating Variable at Bank Syariah Indonesia BSI KCP Rumbai Pekanbaru," Vol. 2, No. 2 (2024), 341–353.

<sup>41</sup> M. Tabrani, M. Amin, and A. Nizam, "Trust, Commitment, Customer Intimacy and Customer Loyalty in Islamic Banking Relationships," *International Journal of Bank Marketing*, Vol. 36, No. 5 (2018), 823–848.

bank. This shows that reputation sustainability can be an important mechanism for building long-term connections between the bank and its customers.<sup>42</sup>

Thus, green banking contributes to loyalty customers in a way that is not direct through strengthening reputation and trust. The reputation built through sustainable practices strengthens legitimate institutions, while the trust that reputation fosters drives customer commitment to maintain a long-term connection with the bank. Mechanism This shows that loyal customers in Islamic banking are not only influenced by quality services, but also by the perception of ethical values, sustainability, and the integrity of institutions.

### ***Green Financing as an Instrument for Implementing Sustainability in Islamic Banking***

Results from discussion and observation show that green financing is the dominant element in the green banking cluster. This shows that sustainability practices at BPRS Mitra Mentari Sejahtera are realized not only through internal policies or responsibility programs that address the company's social needs, but also through the institution's core financial activities, namely financing the agriculture and real estate sectors to support a friendly environment. In other words, sustainability is not treated as an additional (peripheral) activity, but is integrated directly into the function of intermediation finance, which is the core of banking operations.

In the literature, sustainable financing is understood as a mechanism for allocating capital to environmentally friendly economic activities. This financing includes investment in the renewable energy sector, energy efficiency, power management from sustainable sources, and low-carbon technology development.<sup>43</sup> Through green financing, institutional finance not only serves as an intermediary for funds but also plays a strategic role in encouraging economic transformation towards a more sustainable development model.<sup>44</sup> BPRS Mitra Mentari Sejahtera implements green financing through distribution financing in a sector-friendly economic environment. This institution provides financing, especially in sectors that support agricultural activity and the productive public sector, and safeguards environmental sustainability. In addition to the agriculture sector, BPRS Mitra Mentari Sejahtera also provides financing in the trade sector that does not cause environmental pollution. Policy financing indicates that BPRS is trying to direct customers' economic activity toward more sustainable activities.

Apart from distribution financing, BPRS Mitra Mentari Sejahtera also implements efficient power sources by utilizing digital systems for administrative processes and financing. The bank uses an internal digital system for the submission and management of financing administration, significantly reducing the use of paper documents. In addition, customers can make installment payments through the digital system provided by BPRS to simplify the transaction process. Utilizing

---

<sup>42</sup> Selvia, R., M. I. Fasa, and B. Syariah, "Exploring Customer Perceptions of Green Banking Services through E-Business (A Study of Digital-Based Bank Syariah Indonesia)," Vol. 1, No. 2 (2025), 76–82.

<sup>43</sup> Orazio, P. D., and L. Popoyan, "Dataset on Green Macroprudential Regulations and Instruments: Objectives, Implementation and Geographical Diffusion," *Data in Brief*, No. 24 (2019), 103870.

<sup>44</sup> B. Zhang, Y. Wang, and Y. Zeng, "Green Finance and Sustainable Development: Evidence from Banking Sector," *Journal of Cleaner Production*, No. 298 (2021), 126796.

technology to increase operational efficiency also supports implementing practices in a more banking-friendly environment.

Studies have shown that integrating green finance practices in the banking sector makes a significant contribution to sustainable development and improves the legitimacy of institutional finance. A study conducted by shows that the bank is active in financing green projects to improve its own reputation, enhance sustainability, and gain more trust from stakeholders' interests.<sup>45</sup> This shows that financing green not only impacts the environment but also strengthens banks' strategic position in the modern financial system.

In the context of Islamic banking, green financing is more relevant because it aligns with the principles of ethics and social responsibility in Islamic economics. Sharia principles emphasize that economic activity must benefit the public and cause no harm to the environment. Therefore, financing is directed toward economically sustainable activities that can be understood as the implementation of the values of justice, balance, and sustainability within the Islamic system.<sup>46</sup> A number of studies have also shown that integrating the sustainability principle into Sharia financing can increase social legitimacy and strengthen the contribution of Islamic finance institutions to sustainable development. A study shows that Islamic green finance has significant potential to support the sustainable development agenda, especially by financing projects that promote a harmonious environment in line with sharia principles.<sup>47</sup>

In the Indonesian context, the practice of green financing is also developing, along with the finance sector's increasing commitment to the development agenda and sustainable research. National studies show that implementing green financing in the Indonesian banking industry can improve financial institutions' performance and sustainability and strengthen the banking sector's contribution to fostering an inclusive and friendly economic environment.<sup>48</sup> This shows that financing green has its own potential as a strategic approach to strengthen the role of institutional finance as an agent for sustainable development. From a Triple Bottom Line perspective, the study's findings show that the implementation of green banking at BPRS reflects integration of the economic, environmental, and social dimensions.<sup>49</sup> The sustainability economy is reflected through a superior, competition-based reputation and institutional differentiation. A sustainable environment is realized through financing green initiatives that support an activity-friendly environment. Meanwhile, sustainability is reflected in the development of trust with customers, as well as in the improvement of literacy and public awareness of the importance of practicing a sustainable economy.

---

<sup>45</sup> Peterson K. Ozili, "Green Finance Research Around the World: A Review of Literature," *International Journal of Green Economics* (forthcoming, 2022).

<sup>46</sup> D. Aassouli, M. Asutay, and M. Mohieldin, "Green and Sustainable Finance in Islamic Finance," *Journal of Sustainable Finance & Investment*, Vol. 13, No. 2 (2023), 1–18.

<sup>47</sup> A.S. Prayoga, and D. Siswantoro. "Sustainability Practices and Financial Performance: Evidence from Islamic Banking in Indonesia," 2021.

<sup>48</sup> W. Azmi, A. Ng, G. Dewandaru, and R. Nagayev. "Doing Well While Doing Good: The Case of Islamic and Sustainability Banking." *Global Finance Journal*, No. 49 (2019), 100548.

<sup>49</sup> John Elkington, *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. Oxford: Capstone Publishing, 1997.

In the context of Islamic banking, integration has even expanded to encompass a spiritual dimension that reflects a commitment to Islamic ethical values in economic activity. Thus, financing green not only functions as an economic instrument but also as a manifestation of moral and social responsibility, as an institution of Islamic finance, in support of a sustainable environment and public welfare.

## Conclusion

Research results show that implementation of green banking not only functions as an operational instrument, but has developed into an orientation strategy that strengthens the competitive position of Islamic finance institutions.

Findings first show that green banking practices play an important role in building superior competitive BPRS by fostering reputation, sustainability, and institutional differentiation. This shows that a sustainability strategy can become a source of superior competitive value (value-based competitive advantage), especially in an increasingly financially competitive service industry. Findings show that reputation and trust are the main mechanisms in information loyalty. Customer loyalty in Islamic banking is influenced not only by satisfaction with transactions but also by customers' perception of the institution's integrity, transparency, and consistency. In this context, trust is the primary foundation of the long-term relationship between the bank and the customer. Findings third show that green financing is the dominant element in the implementation of green banking. This confirms that sustainability in BPRS is achieved not only through internal policies or responsibility programs that address the social company, but also through the institution's core activities, including finance, which supports the development of a sustainable economy.

In a way, theoretically, the research makes a contribution to the development of green banking and sharia banking literature by introducing a conceptual framework of the Islamic Green Banking Competitive Model, which explains the systemic connection between green banking practices, reputation institutions, beliefs of customers, and customer loyalty in building a superior competitive institution in Islamic finance. This model also shows that loyalty customers formed through the mechanism of reputation and trust are strengthened by practice sustainability. In a way, a practical results study. This has implications for Islamic financial institutions, especially BPRS, to make green banking part of their long-term business strategy. Implementing green financing, strengthening reputation and sustainability, and improving transparency and customer education can be important strategies for building trust and loyalty.

Although this research has its own limitations, it was conducted at a single BPRS institution, so the generalizability of the findings remains limited. Therefore, research can expand its scope by engaging more institutions in Islamic finance or by employing alternative methodologies to test the Islamic Green Banking Competitive Model in a broader context. Thus, research confirms that the integration of sustainability principles in Islamic banking not only contributes to environmental protection but also serves as an institutional strategy capable of creating superior

competitive advantages and strengthening long-term relationships between banks and customers.

## References

- Akbar, A., A. Ahmad, A. S. Al-Adwan, S. Farooq, D. Jamali, and I. Ahmad. "Innovation and Green Development: Green Banking Practices and Customer Satisfaction-Way to Green Sustainability." *Innovation and Green Development* 4, no. 2 (2025): 100221. <https://doi.org/10.1016/j.igd.2025.100221>.
- Almunadiya, and L. Widayawati. "Sustainability Reporting and Bank Performance: Evidence from ASEAN-5 Countries." In *Proceedings of the Third International Conference on Innovations in Social Sciences Education and Engineering (ICoISSEE-3)*, Bandung, Indonesia, July 8, 2023.
- Andespa, R., Y. H. Yeni, Y. Fernando, and D. K. Sari. "Sustainable Development of Islamic Banks by Creating Islamic Branding: Challenges, Importance, and Strategies of Islamic Branding." *International Journal of Sustainable Development and Planning* 19, no. 2 (2024): 637–650. <https://doi.org/10.18280/ijstdp.190221>.
- Ascarya. "Analytic Network Process (ANP): Pendekatan Baru Studi Kualitatif." *Pusat Pendidikan dan Studi Kebanksentralan, Bank Indonesia* (2005): 1–52.
- Azmi, Wajahat, Adam Ng, Ginanjar Dewandaru, and Ruslan Nagayev. "Doing Well while Doing Good: The Case of Islamic and Sustainability Equity Investing." *Borsa Istanbul Review* (2019). <https://doi.org/10.1016/j.bir.2019.02.002>
- Aassouli, D., M. Asutay, and M. Mohieldin. "Green and Sustainable Finance in Islamic Finance." *Journal of Sustainable Finance & Investment* 13, no. 2 (2023): 1–18. <https://doi.org/10.1080/20430795.2022.2100983>.
- Bhardwaj, B. R., and A. Malhotra. "Green Banking Strategies: Sustainability through Corporate Entrepreneurship." *Greener Journal of Business and Management Studies* 3, no. 4 (2013): 180–193. <https://doi.org/10.15580/gjbms.2013.4.122412343>.
- Cahyadin, M., T. Sarmidi, and E. A. Nurrachma. "The Readiness of Islamic Banking in Indonesia to Implement Digital and Green Banking." *Jurnal Ekonomi Pembangunan: Kajian Masalah Ekonomi dan Pembangunan* 20, no. 2 (2020): 176–192. <https://doi.org/10.23917/jep.v20i2.6757>.
- Moosa, Riyad. "Corporate Social Responsibility from an Islamic Perspective: An Overview." *International Journal of Research in Business and Social Science* 12, no. 7 (2023): 303–311. <https://doi.org/10.20525/ijrbs.v12i7.2754>
- Elkington, John. *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. Oxford: Capstone Publishing, 1997.
- Fombrun, C., and C. Van Riel. *Fame and Fortune: How Successful Companies Build Winning Reputations*. Upper Saddle River, NJ: FT Press, 2004.
- Gu, S. "Corporate Social Responsibility and Customer Loyalty: The Mediating Role of Co-Creation and Customer Trust." 23, no. 3 (2023): 1–19. <https://doi.org/10.9734/AJEBA/2023/v23i3921>.
- Handayani, W. "The Influence of Customer Trust and Corporate Reputation on Customer Loyalty with Customer Satisfaction as a Moderating Variable at Bank Syariah Indonesia BSI KCP Rumbai Pekanbaru." 2, no. 2 (2024): 341–353.
- Huda, Miftahul, Azidni Rofiqo, Abdurriszqi Bin Abdul Razak, and Fikriyyatun Nabila. "The Effect of Macroeconomic Variables on the Profitability of Islamic Commercial Banks in Indonesia." *Islamic Economics Journal* 10, no. 2 (2024): 135–149. <https://doi.org/10.21111/iej.v10i2.1175>
- Ibe-Enwo, Gozie, Metin Işık, Fevzi Okumus, and Mehmet Ali Asikdari. "The Mediating Effect of Green Image and Bank Trust in the Relationship between Green Banking Practice and Bank Loyalty." *Sustainability* 11, no. 17 (2019): 4651. <https://doi.org/10.3390/su11174651>

- Jan, A., M. Marimuthu, M. Pisol, and M. Isa. "The Nexus of Sustainability Practices and Financial Performance: From the Perspective of Islamic Banking." *Journal of Cleaner Production* 228 (2019): 703–717. <https://doi.org/10.1016/j.jclepro.2019.04.208>.
- Khushbu, K. "Exploring the Relationship between Green Banking Practices and Customer Loyalty." *Educational Administration: Theory and Practice* 30, no. 11 (2024): 80–86. <https://doi.org/10.53555/kuey.v30i11.8357>.
- Kurniawan, Zulfa Ahmad. "Comparison of Islamic Commercial Banks and Islamic Business Units: Which Is More Efficient?" *Islamic Economics Journal* 11, no. 1 (2025): 61–76. <https://doi.org/10.21111/iej.v11i01.7>
- Leonidou, C. N., S. Katsikeas, and N. A. Morgan. "'Greening' the Marketing Mix: Do Firms Do It and Does It Pay Off?" n.d. <https://doi.org/10.1007/s11747-012-0317-2>.
- Mansur, Ahmad. "Islamic Banking, Moral Order and a Just Social Order." *Islamic Economics Journal* 9, no. 2 (2023): 169–186. <https://doi.org/10.21111/iej.v9i2.10550>
- Masud, A. K. "Is Green Regulation Effective or a Failure: Comparative Analysis between Bangladesh Bank Green Guidelines and Global Reporting Initiative Guidelines." n.d. <https://doi.org/10.3390/su10041267>.
- Mawaddah, D. M., and F. K. Mubarak. "Transformasi Keuangan Berkelanjutan: Peran Bank Syariah dalam Mendukung UMKM melalui Green Financing dan QRIS Cross-Border." 2025.
- Morgan, R. M., and S. D. Hunt. "The Commitment-Trust Theory of Relationship Marketing." *Journal of Marketing* 58, no. 3 (1994): 20–38.
- National Statistical Office. *A Study of Sustainable Development Goals (SDGs) Indicators*. 2014.
- Oladapo, Ibrahim A., Abdul Rafiu Abdulai, Mohd Rizal Palil, Nur Azura Sanusi, and Nor Asiah Omar. "Enhancing Sustainable Performance among Islamic Banks through Environmental Innovation and Management Support." *Cogent Business & Management* 11, no. 1 (2024). <https://doi.org/10.1080/23311975.2024.2433701>
- Ozili, P. K. "Green Finance Research around the World: A Review of Literature." n.d.: 1–31.
- Porter, Michael E. *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: Free Press, 1985.
- PT BPR Syariah Mitra Mentari Sejahtera. "Profil Perusahaan." *Mitra Syariah Bank*. Accessed September 24, 2025. <https://mitrasyariahbank.com/profil/>.
- Prayoga, A. S., and D. Siswantoro. "Sustainability Practices and Financial Performance: Evidence from Islamic Banking in Indonesia." 2021. <https://doi.org/10.4108/eai.17-7-2020.2302993>.
- Rather, R. A., and L. D. Hollebeek. "Customers' Service-Related Engagement, Satisfaction, and Loyalty." *Journal of Retailing and Consumer Services* 61 (2021): 102–118.
- Riana, A. V. "The Impact of Green Banking Initiatives: Assessing Environmentally Friendly Banking on Islamic Banks in Indonesia." *SUKUK: International Journal of Banking* 3, no. 1 (2024): 1–15. <https://sukukjournal.org.uk/>.
- Rocha, Viviane, and Cristina Viegas. "Green Banking Awareness and Its Association with Green Attitude, Green Trust, and Green Loyalty." *Journal of Sustainable Finance & Investment* 15 (2025). <https://doi.org/10.1080/20430795.2024.2441207>
- Selvia, R., M. I. Fasa, and B. Syariah. "Exploring Customer Perceptions of Green Banking Services through E-Business (A Study of Digital-Based Bank Syariah Indonesia)." 1, no. 2 (2025): 76–82.
- Simbai, M., M. Kudzanai, and R. Tinashe. "Corporate Social Responsibility and Customer Loyalty: A Review of Literature." 3, no. 1 (2024): 65–75. <https://doi.org/10.47540/ijcs.v3i1.1452>.
- Tabrani, M., M. Amin, and A. Nizam. "Trust, Commitment, Customer Intimacy and Customer Loyalty in Islamic Banking Relationships." *International Journal of Bank Marketing* 36, no. 5 (2018): 823–848. <https://doi.org/10.1108/IJBM-03-2017-0054>.

- Tampikalih, S., and S. Syafri. "The Effect of Green Banking Implementation and Financial Performance on Bank Profitability in Indonesia." *Journal of Accounting and Finance Management* 6, no. 2 (2025): 784–790. <https://doi.org/10.38035/jafm.v6i2.1977>.
- Samreen, J. Akhter, M. Irfan, and B. Abid. "Green Finance and Environmental Sustainability: Evidence from Developing Economies." *International Journal of Sustainable Dynamics* 2, no. 1 (2025): 33–43. <https://ijsdynamics.com/>.
- Third, T., I. Conference, and L. Widyawati. "Sustainability Reporting and Bank Performance Evidence from ASEAN-5 Countries." 51 (2023): 1–12.
- Umar, M., X. Ji, N. Mirza, and B. Rahat. "The Impact of Resource Curse on Banking Efficiency: Evidence from Twelve Oil Producing Countries." *Resources Policy* 72 (2021): 102080. <https://doi.org/10.1016/j.resourpol.2021.102080>.
- Volz, U., Böhnke, J., Knierim, L., Richert, K., Röber, G., & Eidt, V. Fostering green finance for sustainable development in Asia. *Asian Development Bank Institute Working Paper*. (2017)
- Wulandari, Erna May, and Maya Indriastuti. "Digital Transformation in the Economic Growth of Indonesian Sharia Bank Services." *Islamic Economics Journal* 9, no. 2 (2023): 213–239. <https://doi.org/10.21111/iej.v9i2.11171>
- Zulbetti, R., and A. Muzaffirah. "Sustainable Finance and Green Economic Growth: Evidence from the Indonesian Banking Sector." 13, no. 1 (2025): 37–57. <https://doi.org/10.22437/ppd.v13i1.39325>.
- Zhang, B., Y. Wang, and Y. Zeng. "Green Finance and Sustainable Development: Evidence from Banking Sector." *Journal of Cleaner Production* 298 (2021): 126796. <https://doi.org/10.1016/j.jclepro.2021.126796>