

Members' loyalty, participation, and performance of Rizal Microbank

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Abstract

In today's competitive market, members' loyalty is critical for retention, as it signifies a deep commitment to the bank's long-term success. This study examined the relationship among members' loyalty, participation, and performance of Rizal Microbank. Specifically, it aimed to determine the levels of members' loyalty in terms of business ethics and roles and obligations, members' participation, and bank performance, and whether members' loyalty and participation significantly affect performance. The study utilized a descriptive-correlational research design using a quantitative approach. A total of 319 respondents were selected through simple random sampling from 1,683 active members. Data were collected using adapted and validated survey questionnaires and analyzed using weighted mean and Pearson product-moment correlation coefficient. Findings of this study revealed that members' loyalty in terms of business ethics and roles and obligations, as well as members' participation and bank performance, were all at a very high level. Furthermore, the results showed significant relationships between members' loyalty and performance and between members' participation and performance, indicating that higher levels of loyalty and participation are associated with improved bank performance. Overall, the findings suggest that the very high levels of member loyalty and participation contribute significantly to Rizal Microbank's strong performance. It is therefore recommended that the bank continue strengthening ethical practices, enhance member engagement, and encourage active participation to sustain and further improve performance.

Keywords: members' loyalty, participation, bank performance, business ethics, roles and obligations

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1. Introduction

In today's competitive banking landscape, developing strong member relationships is essential for long-term business growth and success. Members' loyalty and participation are critical to driving business performance, especially for microbanks serving niche markets (Brief History and Background – Rizal MicroBank, n.d.). To remain competitive in the current market environment, achieving high member loyalty is essential for retaining members, as loyalty signals a strong commitment to continue supporting the bank. Therefore, banks need to continue offering superior financial products and services to their members to ensure high member satisfaction, which can ultimately trigger loyalty (Kim et al., 2024). Members' loyalty and participation are important for banks' growth and sustainability (Riegler, 2023). Loyal members generate consistent revenue, require less marketing effort, and frequently promote the bank through word-of-mouth. Meanwhile, active participation, such as using digital services or providing feedback, enables banks to improve efficiency, tailor services, and foster innovation. Together, these factors build member relationships, increase satisfaction, and contribute to the banking industry's long-term success.

Rizal Microbank strives to be the preferred financial partner for micro and small banks in the Philippines by establishing long-term relationships based on trust, care, and exceptional service. The bank fosters members' loyalty by building meaningful connections grounded in core values such as "Malasakit" (genuine concern), integrity, and commitment. It actively encourages participation by providing easily accessible and convenient financial services, particularly in agricultural and underserved areas, ensuring that even the most remote entrepreneurs are included (Brief History and Background—Rizal MicroBank, n.d.). With a strong emphasis on member-centered, innovative products, Rizal Microbank listens to and responds to its members' real needs, helping them pursue their dreams and improve their livelihoods. This strong commitment to loyalty and engagement reflects the bank's mission to make financial services truly inclusive, playing an important role in empowering communities and supporting economic growth nationwide. This study aimed to determine the levels of members' loyalty, participation, and performance of Rizal Microbank in San Jose, Occidental Mindoro. Furthermore, it sought to determine the relationship between these variables.

Statement of the Problem - This study aimed to determine the effect of members' loyalty and participation on the performance of Rizal Microbank in San Jose, Occidental Mindoro. More specifically, this study sought to answer the following questions: (1) What is the level of members' loyalty in Rizal Microbank in terms of business ethics and roles and obligations? (2) What is the level of members' participation in Rizal Microbank in San Jose, Occidental Mindoro? (3) What is the level of performance of Rizal Microbank in San Jose, Occidental Mindoro? (4) Is the level of performance of Rizal Microbank significantly affected by members' loyalty and participation?

Significance of the Study - The study will be beneficial to the bank's members as the bank improves, becomes more efficient and accessible, and provides customer-friendly services. This can lead to increased member satisfaction, better financial inclusion, and stronger trust between the bank and its members. The findings of this study can also help Rizal Microbank identify areas for improvement in its banking operations and customer service. Through this study, the bank may enhance its performance and better align its strategies with its members' needs. In addition, this study will greatly benefit the employees of Rizal Microbank by helping them understand how members' loyalty and participation affect the bank's performance. When employees know what makes members loyal and more likely to participate, they can perform their jobs better, whether it is through friendlier service, faster responses, or greater overall helpfulness. This can improve their work and yield promising results. For the Board of Directors (BOD), this study can help them make smarter decisions for the bank. It will show them how members' loyalty and participation help the bank grow. With this knowledge, they can create better plans, improve services, and make policies that focus on the needs of the people they serve. It can also help the bank become more

stable and successful in the long run. The community also benefits from this study. It will show how important their support and involvement are to the bank's success. When people actively join and stay loyal to their local bank, it helps keep financial services accessible, especially in smaller areas like San Jose. In return, the community can enjoy better services and more opportunities for financial growth. Furthermore, this study can serve as a reference for future researchers conducting studies on members' loyalty, participation, and performance. It will provide useful data and a foundation for further studies exploring related topics or addressing other gaps in the banking sector.

Scope and Delimitation of the Study - This study primarily focused on determining the relationships among members' loyalty, participation, and the performance of Rizal Microbank in San Jose, Occidental Mindoro. It also sought to determine the levels of members' loyalty, in terms of business ethics and roles and obligations, and participation in the performance of Rizal Microbank. The study was conducted during the Academic Year 2025-2026, specifically from July 2025 to March 2026. It used a survey questionnaire to gather data. Furthermore, the study was limited to the active members of Rizal Microbank in San Jose, Occidental Mindoro.

2. Methodology

Research Design - This study utilized a descriptive-correlational design. As explained by Creswell (1994), as cited in Kushendriawan et al. (2021), it is a quantitative design that describes variables and examines relationships among them without manipulating any variable, using both descriptive and inferential (correlational) questions. Descriptive research was used to determine the level of members' loyalty, participation, and performance of Rizal Microbank. Moreover, the correlational design was used to determine the significant relationship among the three identified variables.

Respondents of the Study - The respondents of this study were the active members of Rizal Microbank in San Jose, Occidental Mindoro. Prior to data collection, the researchers sent a formal request letter addressed to the branch manager to inquire about the number of active members. According to the information provided, the bank has 854 active depositors and 1,009 active borrowers, with a total of 1,863 active members. The sample size was computed using a Raosoft calculator with a 5% margin of error and a 95% confidence level. Thus, out of 1,863 active members, the sample size is 319.

Research Instrument - The study used an adapted questionnaire from Galay (2022) to describe members' loyalty in terms of business ethics, roles and obligations, and participation in Rizal Microbank, while the questionnaire for performance was adapted from Abdullah et al. (2022). The researchers reviewed and slightly modified all the items to fit the context of Rizal Microbank in San Jose, Occidental Mindoro. The questionnaire employs a 5-point Likert scale, with responses ranging from 5—Strongly Agree to 1—Strongly Disagree, to measure members' level of agreement with each statement. To validate the questionnaires, the researchers used expert validity. The statements regarding members' loyalty, participation, and performance at Rizal Microbank were reviewed by three experts in research and business from the Senior High School Department. The researchers fully incorporated the experts' opinions and suggestions to tailor the questions to the study's specific needs, ensuring accurate data collection. To assess the instrument's reliability, the researchers used an adapted questionnaire from Galay (2022). The reliability values were based on the pilot test conducted by Galay (2022), from whom the instrument was adapted. The results of the test are shown in Table 1.

Table 1
Reliability Results of the Adapted Questionnaires

VARIABLES	NUMBER OF ITEMS	CRONBACH ALPHA	INTERPRETATION
Members Loyalty			
Business Ethics and	10	0.875	Good
Roles and Obligations	10	0.805	Good
Participation	10	0.745	Acceptable
Performance	10	0.951	Excellent

*Cronbach's Alpha based on standardized items

Based on the Cronbach's alpha results, the instrument was valid and reliable and ready for administration to the final set of respondents.

Data Gathering Procedure - The researchers began by writing a letter to Rizal Microbank requesting permission to conduct the study. After approval, the researchers explained the study's instructions and nature and provided informed consent forms to ensure voluntary participation and privacy. The researchers distributed survey questionnaires face-to-face. The data gathering took place over two weeks, allowing sufficient time for members to answer the survey thoughtfully. Once all surveys were composed, the researchers reviewed them before proceeding to analyze the data.

Statistical Treatment of the Data - This study employed descriptive statistics, such as weighted means, to describe members' loyalty, participation, and performance at Rizal Microbank. Moreover, to determine if there is a significant relationship among members' loyalty, participation, and performance, Pearson's r moment correlation was used.

Ethical Considerations - In conducting this study, the researchers were guided by ethical considerations to ensure the rights, safety, and well-being of all participants. These measures were observed to promote a responsible and ethical research process. The researchers kept all personal information private. All the data gathered and shared by the members was kept confidential and used solely for the study. Moreover, the researchers made sure that no one was harmed or made to feel uncomfortable during the study. All questions and activities were safe and respectful. The researchers also ensured that participation in this study was entirely voluntary. The bank's staff involvement in distributing the questionnaires was solely for logistical purposes and did not influence members' freedom to participate or refuse. Respondents were allowed to withdraw or decline at any point without any consequences. Before answering the questionnaire, participants were also informed about the purpose of the study, the confidentiality of their responses, and their right to refuse participation. Only those who voluntarily agreed were included in the study.

3. Results and Discussions

Table 2 shows the mean levels of members' loyalty in terms of business ethics and roles and obligations, with an overall mean of 4.75, which is interpreted as a Very High Level. As for business ethics, the composite mean of 4.75, verbally interpreted as Very High Level, indicates that members demonstrate a high degree of loyalty. The consistently high weighted means across all indicators suggest that the members perceive Rizal Microbank as an institution that upholds ethical standards in its operations. This suggests that ethical practices help strengthen members' commitment and positive relationships with the bank. When members experience fairness, honesty, and integrity in their transactions, they are more likely to remain loyal and supportive of the institution. These findings were supported by Azmat (2022), who described business ethics as the moral standards guiding organizational behavior, and by Tran (2022), who emphasized the importance of business ethics in building long-term loyalty, particularly in the Philippine context.

The highest weighted mean of 4.85 was recorded on indicator no. 3, suggesting that members have developed a strong ethical and emotional connection with the bank. This may be attributed to the consistent application of ethical practices that foster trust and satisfaction. This result also supports the findings of Azhari et al. (2020) and Kumasey et al. (2016), who found that ethical organizational behavior positively influences members' loyalty, commitment, and willingness to continue availing services. Meanwhile, the lowest weighted means were observed for indicators related to concern about the bank's challenges and fear of taking actions that may harm the institution. Although still interpreted as Very High Level, these slightly lower scores may indicate that direct ethical interactions influence members more strongly than broader organizational concerns. Nevertheless, the overall findings confirm that business ethics significantly strengthen members' loyalty to Rizal Microbank, reinforcing trust, integrity, and long-term commitment.

Table 2*Mean Level of Members' Loyalty in terms of Business Ethics and Roles and Obligations*

Indicators (Business Ethics)	Weighted Mean	Verbal Description
1. I respect the management of Rizal Microbank	4.75	Very High Level
2. I avoid any actions that may harm the reputation or success of Rizal Microbank.	4.70	Very High Level
3. I feel good about my relationship with Rizal Microbank.	4.85	Very High Level
4. I show honesty in my dealings with Rizal Microbank.	4.79	Very High Level
5. I care about Rizal Microbank's incoming challenges.	4.66	Very High Level
6. I am afraid of doing any bad actions that will affect Rizal Microbank	4.66	Very High Level
7. I trust Rizal Microbank.	4.83	Very High Level
8. I respect the confidentiality of my transactions with Rizal Microbank.	4.82	Very High Level
9. I believe that Rizal Microbank upholds fairness in all its dealings with members.	4.84	Very High Level
10. I feel confident that Rizal Microbank consistently acts with integrity.	4.78	Very High Level
Composite Mean	4.75	High Level
Indicators (Roles and Obligations)		
1. I follow the rules and policies set by Rizal Microbank.	4.81	Very High Level
2. I follow the vision, mission, and goals of Rizal Microbank with all my heart.	4.83	Very High Level
3. I give feedback and suggestions on the activities of Rizal Microbank.	4.67	Very High Level
4. I am aware of my financial obligations.	4.67	Very High Level
5. I support the existing and new activities of my cooperative.	4.67	Very High Level
6. I contribute by depositing regularly in my Rizal Microbank account.	4.71	Very High Level
7. I recommend Rizal Microbank to other people.	4.77	Very High Level
8. I fulfill my responsibilities to Rizal Microbank without needing constant reminders.	4.75	Very High Level
9. I stay informed about the important announcements and updates from Rizal Microbank.	4.83	Very High Level
10. I take accountability for my actions in all my transactions with Rizal Microbank.	4.78	Very High Level
Composite Mean	4.75	Very High Level
OVERALL MEAN	4.75	Very High Level

Legend: 4.20-5.00 Very High Level; 3.40 -4.19 High Level; 2.60-3.39 Moderate Level; 1.80-2.59 Low Level; 2.00-1.79 Very Low Level

In addition, the composite mean of 4.75 indicates a Very High Level of member loyalty regarding roles and obligations. All ten statements received weighted means ranging from 4.67 to 4.83, with a composite mean of 4.75, indicating that the member's loyalty in fulfilling their roles and obligations is very high. This implies that members consistently comply with roles and obligations set by Rizal Microbank. The highest weighted mean was observed for statements 2 and 9, suggesting that members not only align with the organizational directions and goals but also actively seek information to remain engaged. These findings align with DeMott (2022), who emphasized that when members perceive their roles as both a task and a trust-based obligation, it builds long-term loyalty and commitment. The lowest weighted mean, 4.67, was observed for statements 4 and 5. Although still very high, these are slightly lower than the other statements, which may indicate that some members perceive financial obligation as routine or less engaging than other aspects of loyalty, and that participation in new initiatives might depend on personal interest or availability. This shows that while members are generally loyal, active engagement in newer programs may need more encouragement. In general, the high weighted means across all statements indicate that members understand their roles and obligations, which align with Dare's (2016) claims. He suggested that clearly defined roles with associated ethical and organizational expectations can enhance a sense of moral duty or loyalty. Similarly, Talonen et al. (2018) found that members who understand their roles and obligations develop a sense of ownership, resulting in deeper commitment and active participation. These findings indicate that members of Rizal Microbank not only fulfill their duties and responsibilities but also embrace them as a moral and trust-based obligation, thereby strengthening their loyalty and engagement with the cooperative.

Table 3
Mean Level of Members' Participation

Indicators	Weighted Mean	Verbal Description
1. I actively participate in programs or activities organized by Rizal Microbank.	4.48	Very High Level
2. I actively participate in programs or activities organized by Rizal Microbank	4.40	Very High Level
3. I give feedback or suggestions to Rizal Microbank about its services or programs.	4.30	Very High Level
4. I take part in decision-making activities when given the opportunity.	4.30	Very High Level
5. I avail of, support the loan, deposit, and savings programs offered by Rizal Microbank.	4.40	Very High Level
6. I respond to information requests or surveys conducted by Rizal Microbank.	4.42	Very High Level
7. I encourage other members to participate in Rizal Microbank's programs and services.	4.50	Very High Level
8. I stay prepared for the upcoming activities of Rizal Microbank by organizing the documents and requirements.	4.50	Very High Level
9. I remain attentive to the outcomes of services provided by Rizal Microbank.	4.56	Very High Level
10. I keep my account active and regularly engage with the services I personally chose to use.	4.55	Very High Level
Composite Mean	4.45	Very High Level

Legend: 4.20-5.00 Very High Level; 3.40 -4.19 High Level; 2.60-3.39 Moderate Level; 1.80-2.59 Low Level; 1.00-1.79 Very Low Level

Table 3 presents the mean level of members' participation in Rizal Microbank's programs and activities in San Jose, Occidental Mindoro, measured across five key indicators on a 5-point Likert scale. The composite mean of 4.45 reflects very high participation overall, mainly because Rizal Microbank creates strong mutual accountability among members, they experience clear financial benefits such as improved loan terms and savings growth from consistent engagement, and the bank's local strategies effectively address the Occidental Mindoro community's needs to sustain long-term involvement. This is supported by Galay (2022), who found that high member participation rates significantly enhance cooperative governance and performance in Occidental Mindoro, mirroring the dynamics of microfinance groups. The highest mean of 4.56 indicates strong member participation, while the lowest mean of 4.30 indicates slight variations in the level of involvement. Overall, the findings show that members actively engage in Rizal Microbank's activities, consistent with studies linking participation to engagement and institutional commitment (Solem, 2016; Dong & Sivakumar, 2017).

Table 4
Mean Level of Performance

Indicators	Weighted Mean	Verbal Description
1. I observe that Rizal Microbank provides its services on time.	4.79	Very High Level
2. I observe that Rizal Microbank regularly shares information with members.	5.00	Very High Level
3. I observe that Rizal Microbank is fair in its decision-making.	5.00	Very High Level
4. I observe that Rizal Microbank staff are responsive to any members' queries.	5.00	Very High Level
5. I observe that Rizal Microbank maintains transparency in the transaction process.	5.00	Very High Level
6. I observe that Rizal Microbank listens to members' suggestions.	5.00	Very High Level
7. I observe that Rizal Microbank helps members in dealing with other organizations.	5.00	Very High Level
8. I observe that Rizal Microbank gives attention to members' welfare.	5.00	Very High Level
9. I observe that Rizal Microbank gives attention to members' problems.	5.00	Very High Level
10. I observe that Rizal Microbank staff understand the needs of individual members.	4.60	Very High Level
Composite Mean	4.94	Very High Level

Legend: 4.20-5.00 Very High Level; 3.40 -4.19 High Level; 2.60-3.39 Moderate Level; 1.80-2.59 Low Level; 1.00-1.79 Very Low Level

Table 4 presents the mean level of Rizal Microbank's performance, as perceived by its members. The composite mean of 4.94, which falls within the "Very High Level" range, suggests that members perceive Rizal Microbank's performance positively. This indicates that the bank is highly effective in executing its operations and maintaining good service quality. The highest mean of 5.00 was observed across multiple items, indicating the bank's commitment to excellence and member engagement. These findings align with Abdallah et al. (2016), who emphasized that good business outcomes result from effective management and attentiveness to members' needs. Similarly, Mistrean (2023) and Bai et al. (2020) support the idea that loyal members, who perceive the bank positively, contribute to engagement and higher service utilization, which may reinforce the high performance observed. On the other hand, the lowest mean, 4.60, was for staff understanding of individual members' needs. While still getting a "Very High Level" description, this slightly lower rating could indicate areas where individualized service or attention may be improved. These findings suggest that Rizal Microbank maintains excellent performance.

Table 5*Correlation Coefficients and p-values for Hypothesis Testing (H_0)*

Variables	Correlation Coefficient	Effect Size	Critical value	t-value	P-value	Interpretation
Members Loyalty (Business Ethics) → Performance	0.405	0.164	1.968	7.878	<0.001	Highly Significant
Members' Loyalty (Roles and Obligations) → Performance	0.445	0.198	1.968	8.846	<0.001	Highly Significant
Members' Loyalty → Performance	0.465	0.216	1.968	9.348	<0.001	Highly Significant
Members Participation → Performance	0.367	0.134	1.968	7.018	<0.001	Highly Significant

Legend: p-value < 0.001 Highly Significant

p-value < 0.05 Significant

Table 5 shows the relationships among members' loyalty, participation, and the performance of Rizal Microbank in San Jose, Occidental Mindoro. The correlation coefficient value of business ethics is 0.405, and its p-value is <0.001, followed by the roles and responsibilities' correlation coefficient value of 0.445 and p-value of <0.001, members' loyalty's correlation coefficient value of 0.465 and p-value of <0.001, and members' participation's correlation coefficient value of 0.367 and p-value of <0.001. This suggests that members' loyalty and participation are statistically significantly related to the performance of Rizal Microbank in San Jose, Occidental Mindoro, leading to the rejection of the null hypothesis.

Specifically, members' loyalty to business ethics is moderately and positively correlated with performance, indicating a highly significant relationship. This implies that business ethics perceived by members are associated with better bank performance. This finding is similar to the studies by Tran (2022) and Azhari et al. (2020), in which business ethics play a crucial role in building members' loyalty and long-term relationships, which eventually translate into improved institutional outcomes. Moreover, members' loyalty in terms of roles and responsibilities shows a moderate positive correlation, suggesting that when members clearly understand and fulfill their responsibilities, the bank's overall performance improves. This is supported by DeMott (2022), who stated that perceiving roles as trust-based obligations enhances loyalty, and Talonen et al. (2018), who warned that the absence of ownership and responsibility among members may result in disengagement. Lastly, participation is also found to have a positive and highly significant relationship with performance. Although the correlation is slightly weaker than that with loyalty, it still indicates that members' active participation enhances business performance. This is consistent with Ahn and Rho (2021) and Solem (2016), who emphasized that participating members contribute to sustainability, trust, and value co-creation, all of which support better performance. Chen and Wang (2016) further reinforced this by showing that active participation, especially in services and programs, leads to value co-creation that drives organizational success.

4. Conclusions

This study leads to the following conclusions. The results show that members of Rizal Microbank demonstrate a very high level of loyalty, shown through their strong ethical commitment and dedication to the bank's vision, mission, and goals. Their positive relationship with the bank and active attention to important updates reflect a consistent sense of responsibility, trust, and engagement that supports the bank's overall stability and operations. The study also shows that members stay attentive to the outcomes of the bank's services, demonstrating a high level of engagement in its activities. Their consistent involvement demonstrates active participation in Rizal Microbank's operations. In addition, results show that Rizal Microbank demonstrates excellent performance, consistently providing clear information, fair decisions, responsive service, and transparent transactions. The bank also prioritizes members' welfare, listens to suggestions, and supports them in addressing their concerns, demonstrating a strong commitment to its operations. The findings also show that Members' loyalty and participation have a strong effect on Rizal Microbank's performance in San Jose, Occidental Mindoro. Strengthening members' commitment, ethical behavior, and active engagement improves the bank's operations, service quality, and responsiveness. In addition, loyal and engaged members contribute to the bank's success, efficiency, and ability to meet the community's needs.

Recommendations - The following recommendations are based on the study's findings and conclusions. The Board of Directors (BOD) of Rizal Microbank may continue to strengthen its policies and strategies that promote members' alignment with the bank's vision, mission, and goals. Sustaining initiatives may help preserve members' strong sense of belonging and long-term commitment to the bank. Rizal Microbank's branch manager may continue ensuring consistent communication of institutional updates, service improvements, and organizational developments to members. Providing clear and timely information may sustain members' awareness, involvement, and confidence in the bank's operations. Bank employees may continue providing responsive, respectful, and transparent assistance to members. Maintaining high-quality service delivery and addressing members' concerns may help sustain members' trust, satisfaction, and active participation in the bank. Bank employees may continue demonstrating professionalism, fairness, and accountability in carrying out their tasks and responsibilities. Members' loyalty and support for the bank may be strengthened by upholding ethical standards and maintaining positive relationships with them. Future researchers may refer to this study for guidance on the loyalty, participation, and performance of a bank. Moreover, they might learn something from this research study about members' loyalty, participation, and performance. This may also give them answers to their questions about the particular sector.

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