



Office Networks and Promotions in Driving Consumer Loan Sales via Savings Deposits: A Study of Regional Development Banks in Sulawesi

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Abstract. This study examines the relationship between office networks, promotional spending, and savings collection in driving consumption loan sales at regional development banks in Sulawesi Island. Using multiple regression analysis with classical assumption tests, data from annual reports of four banks—Bank Sulselbar, Bank Sulteng, Bank SulutGo, and Bank Sultra—collected from 2017 to 2023, were analysed. The results show that office networks have a positive and significant impact on consumption loan sales, underscoring the crucial role that office networks play in enhancing loan distribution. However, promotional activities were found to have a negative and insignificant effect on consumption loan sales, indicating that promotions are more effective in attracting savings rather than loans. Furthermore, savings negatively and significantly affect consumption loan sales, suggesting that savings are not the primary source of loan funding. Office networks were found to have no significant effect on savings deposits, while promotions were negatively and significantly related to savings. These findings suggest that both office networks and promotional strategies need to be reconsidered for their roles in driving savings and loan sales in regional development banks.

Keywords: Sales on Consumption Loans, Office Networks, Promoting, Savings

1 Introduction

The banking industry relies heavily on revenue generated from consumer loans. Banks earn profits not only by providing services to consumers but also by utilizing funds collected from the public through loan sales. This activity is part of what is known as intermediary activity. Among the various loan products, consumption loans are particularly favored by banks, especially regional development banks (RDBs). These banks focus more on consumption loans as they primarily serve consumers, particularly civil servants, at both provincial and regency levels.

In general, most regional development banks report consumer loan sales accounting for up to 70 percent of their total loans. While commercial banks also experience high sales in consumer credit, these figures tend to fluctuate, particularly in relation to consumer credit growth. This situation poses risks, as regional banks rely more heavily on consumer credit sales than on productive credit, such as working capital and investment loans. For example, Bank Sulselbar reported a 20% growth in

consumer loans from 2022 to 2023, underscoring the importance of this product as a primary revenue source for the bank.

The study by Savira Fauziah, Dina Amaluis, and Jimi Ronald, titled *The Effect of Promotion, Quality of Service, Location and Brand Image on Customers' Decision to Save in The State Savings Bank in The City of Padang*, focuses on promotion, service quality, location, and brand image in relation to customers' saving decisions. However, it does not address how office networks influence promotion in the sale of consumer loans.

The study by Dr. Francis Ofunya Afande and Fr. Mathenge Paul Maina, titled *Effect of Promotional Mix Elements on Sales Volume of Financial Institutions in Kenya*, also does not explore how office networks can enhance promotions related to consumer loans.

The study *The Influence of Marketing Mix on Customers' Decision to Save at Bank Rakyat Indonesia* emphasises promotion but neglects the role of office networks in strengthening promotional strategies to increase loan sales. These three studies have not explored the interaction between promotion and office networks in supporting promotional effectiveness, especially in regional development banks and remote areas.

Additionally, there is a substantial body of literature discussing loans granted by commercial banks. However, to the best of my knowledge, there is no literature specifically addressing consumer loans within regional development banks. Most existing studies focus on loans provided by commercial banks at the national level. While some literature does touch on loans from regional development banks, these discussions tend to be general and do not specifically address consumer loans.

Based on the discussion above, this study aims to propose a model related to the sales of consumption loans granted by regional development banks on Sulawesi Island. The study applies three variables in relation to office networks, promotions, and savings.

2 Literature Review

2.1 Regional Development Bank (RDB)

The Regional Development Bank (RDB) is a regional government-owned banking institution tasked with collecting public funds and redistributing them in the form of loans to support regional development (Ramadhan & Wijaya, 2023). Regional development banks are typically established by local or central governments to promote economic development and community welfare at the local or regional level [1]. Based on Law No. 13 of 1962, RDBs were established to provide financing for regional development activities to foster local economic growth [2]. The distribution of credit and third-party funds in regional development banks (current accounts, savings, deposits) is influenced by provincial population and the number of Civil Servants (PNS) [3]. The majority of RDB shares are owned by regional governments, with the main goal of promoting regional economic development, particularly through providing productive loans to SMEs and regional government-owned enterprises [4].

2.2 Promotion

Promotion is an important activity for companies to introduce products through various methods, such as sales advertising, public advertising, publicity, and personal selling [5]. Advertising has the greatest impact on the demand for deposit [6]. In addition to introducing products, promotion is also used to influence consumers purchasing decisions by clearly and attractively conveying product information. Good promotion becomes a fundamental element in maintaining the continuity of a product, as it will increase sales and sustain the product's presence in the market [7]. In the banking sector, promotional tools include personal selling, advertising, sales promotion, and publicity, which, when combined, are referred to as the promotional mix [8]. The success of bank promotions largely depends on the allocation of sufficient promotional funds. Adequate promotional funds allow banks to raise consumer awareness of the products offered [9]. However, an increase in promotional costs must be balanced with an increase in sales; otherwise, this could negatively impact on the banks net profit. Promoting is effective when it increases the number of customers using the bank's products and services [10].

2.3 Office Network

The office network is one of the important factors influencing the marketing of banking products, including savings and consumer loans. Bank branch offices serve as the main point of contact between the bank and customers, allowing the bank to provide more personal and accessible services. According to Bank Indonesia regulations, branch offices must have a clear address and be accountable to the bank's head office [11]. The more extensive the office network, the greater the opportunity for the public to access banking services, which will increase deposits and credit disbursement. Banks with mid-sized branch networks may be at a competitive disadvantage in branching activities relative to banks with larger branch networks [12]. Strategic locations give significant positive effect on customer decision of taking loans [13]. A broad office network also provides advantages for banks in terms of more equitable service distribution and making banking services more accessible, particularly in remote areas [14].

2.4 Savings

Savings are customer deposits in a bank that can only be withdrawn according to agreed terms and cannot be withdrawn using checks or giro slips. Savings are temporary, unstable deposits that customers can withdraw anytime, while deposits are permanent and stable [15]. Interest on savings is provided to account holders in accordance with the policy of each bank [16]. In addition to being a means for customers to store their funds, savings also play an important role in collecting Third-Party Funds (TPF), which the bank can then use to provide loans to other customers. Savings also play a crucial part in the economic system by supporting financial stability through the allocation of unused public funds. Savings accounts, deposits, and current accounts all have a positive and significant impact on credit. Current accounts also have a positive and significant impact on credit [3].

2.5 Consumer Loans

Consumer loans are a type of loan provided by banks to customers to meet personal needs, such as purchasing durable goods, houses, or vehicles [17]. Credit is one of the main activities of banks [18]. Based on Law No. 10 of 1998, credit is the provision of money or receivables made based on an agreement between the bank and the borrower, with an obligation to repay within a certain period, along with agreed-upon interest [19]. Consumer loans are generally considered safer than productive loans because the credit is backed by collateral in the form of goods with stable resale value. Additionally, the process of collecting installments and analyzing consumer loans is relatively easier and generates significant revenue for banks [20]. Competition among banks in the consumer loan market is crucial for fair pricing and favorable conditions. Strong competition drives banks to offer lower interest rates and better terms, benefiting consumers. In contrast, reduced competition can lead to higher costs and less favorable options, emphasizing the need for regulatory oversight [21].

2.6 Financial Services Marketing Theory

This theory emphasises the importance of effective marketing in increasing demand for financial products such as loans and savings. In the context of this research, effective promotional strategies, product knowledge, and market introduction are key factors in influencing consumers' decisions to utilise consumer loan services [22]. Appropriate promotion will affect customers' perceptions and behaviour regarding saving and borrowing, while also motivating them to be more active in using the financial products offered by the bank. An effective marketing strategy also incorporates elements of trust, the bank's image, and customer satisfaction, ultimately leading to increased customer loyalty [23].

2.7 Socio Economic Network Theory

This theory highlights the importance of social and economic networks in supporting economic growth and financial behaviour. In this case, regional bank office networks play a crucial role in providing direct access to customers and local communities [24]. A broad office network can facilitate the dissemination of information, foster more personal relationships with customers, and offer services that are more accessible to people in various regions, including rural or remote areas. In the context of Regional Development Banks in Sulawesi, these office networks play a key role in reaching more customers and increasing the volume of savings and loan transactions [25].

3 Methodology

The study uses regression analysis to examine how office networks, promotions, and savings accounts influence the sales of consumption loans granted by regional development banks. It also analyzes how office networks and promotions relate to the

savings accounts managed by these banks. The model applies regression analysis to assess these relationships. The equations for the model are presented as follows

$$\hat{Y}_1 = a + \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

$$\hat{Y}_2 = a + \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + \epsilon$$

Where a is constant, β_1 is intercept coefficient, \hat{Y}_2 is sales on consumption loans, \hat{Y}_1 is saving, X_1 network offices, and X_2 is promotion. To produce regression results with efficient coefficients, this study applies classical assumption tests before analyzing the main variables. The classical assumption tests conducted include a normality test using the P-P plot, a multicollinearity test using the Variance Inflation Factor (VIF) and Tolerance, and a heteroscedasticity test using the Durbin-Watson statistic. The sample used in this study was selected using purposive sampling of regional development banks operating in Sulawesi Island. The sample consists of Bank Sulselbar, Bank Sultra, Bank Sulteng, and Bank SulutGo. Data are collected using annual report of those four selected regional banks beginning from 2017 to 2023.

3.1 The Findings

The results of the classical assumption tests for the research variables—credit loans (Y_2), savings (Y_1), network (X_1), and promotion (X_2)—indicate that the data meets the classical assumptions. The normality test using the P-P plot shows that all data points align closely with the diagonal line. The multicollinearity test, assessed through the Variance Inflation Factor (VIF) and Tolerance, reveals no multicollinearity issues. This is evident from the Tolerance values, all of which are greater than 0.01, and the VIF values, all of which are less than 10. Specifically, the Tolerance values are 0.759 for savings, 0.649 for promotion, and 0.743 for the network, while the corresponding VIF values are 1.318, 1.542, and 1.346, respectively. Regarding autocorrelation, the Durbin-Watson statistic indicates no issues, with a DW value of 1.506, which lies between 1 and 3 [26], [27].

Table 1. Regression Analysis Results of Main Variables.

Variables N=28	Regression Model	
	Model 1 (Saving)	Model 2 (Consumption Loan)
Constant	15.048***	1.985***
Office Network (X_1)	-.264	.081*
Promotion (X_2) ln	-.410*	-.015
Saving (Y_3) ln		-.073***
F	.001	.001
R2 Adjusted	.180	.442

Note : *** Significant at the 1% level, ** Significant at the 5% level, *Significant at the 10% level.

This study examines the relationship between office networks and promotions concerning consumer loans through savings in regional banks on Sulawesi Island. Based on the research model, two equations are derived: one representing the relationship among networks, promotions, and deposits related to consumer credit, and the other focusing on the relationship between networks and promotions concerning deposits. Therefore, a separate analysis of each equation is necessary.

For the first equation, the findings indicate that the research model has an Adjusted R-squared value of 0.180. This means that the model can explain as much as 18.0% of the variation in the independent variables, while the remaining 82.0% is attributed to other factors. Firstly, the relationship between Office Network (X1) and Savings (Y1) shows a negative coefficient of -0.264 with a significance value of 0.500, which is greater than the alpha level of 10% ($0.500 > 0.10$). This indicates that Office Network (X1) has no significant impact on the Savings (Y1) made by customers. Specifically, a 1% increase in the number of Office Networks (X1) is associated with a decrease in Savings (Y1) by 0.264, assuming other variables remain constant. Additionally, the relationship between Promotion (X2) and Savings (Y1) reveals a negative coefficient of -0.410 with a significance value of 0.052, which is less than the alpha level of 10% ($0.052 < 0.10$). This suggests that Promotion (X2) is negatively related to Savings (Y1) at the 10% significance level. Therefore, a 1% increase in the Promotion variable (X2) is associated with a decrease in Savings (Y1) by 0.410, assuming that other variables remain unchanged. Of the two variables, the Promotion variable (X2) contributes the most to the model at 40.9%, followed by the Office Network variable (X1) with a contribution of 13.7%.

For the second equation, the findings indicate that this research model has an Adjusted R-squared value of 0.442. This means that 44.2% of the variation in the independent variables can be explained by the model, while the remaining 55.8% is attributed to other factors. Firstly, the relationship between Savings (Y1) and Consumer Credit Sales (Y2) shows a negative coefficient of -0.073 with a significance value of 0.002, which is less than 0.01. This indicates that Savings (Y1) has a negative and significant effect on consumer credit at regional banks in Sulawesi Island. Specifically, a 1% increase in Savings (Y1) is associated with a decrease in Consumer Loan (Y2) by 0.073, assuming other variables remain constant. Secondly, the relationship between Promotion (X2) and Consumer Credit Sales (Y2) yields a negative coefficient of -0.015 with a significance value of 0.500, which is greater than 0.10. This suggests that promotion does not significantly influence regional banks' decisions regarding consumer credit. In this case, a 1% increase in Promotion (X2) would result in a decrease in Consumer Loan (Y2) by 0.015, with other variables held constant. Finally, the relationship between Network Offices (X1) and Consumer Credit Sales (Y2) shows a positive coefficient of 0.081 with a significance value of 0.054, which is less than the alpha level of 0.10. This indicates that the network positively influences regional banks' decisions to provide consumer credit in Sulawesi Island. Therefore, a 1% increase in the number of networks (X1) is associated with an increase in Consumer Loan (Y2) of 0.081, assuming other variables remain unchanged.

Based on the statistical findings presented above, the results of the hypothesis testing show that the study rejects two direct relationships in the first equation: the relationships between savings and promotions with consumer credit. In the second

equation, the study also rejects all direct relationships because of their negative associations, specifically the relationships between promotion and network with savings. You can find a summary of the hypotheses in the following table:

Table 2. Hypothesis Evaluation.

N	Direct Relationship	Hypothesis
1	Office Networks → Sales of Consumption Loans	Accepted
2	Promotion → Sales of Consumption Loans	Rejected
3	Saving → Sales of Consumption Loans	Rejected
4	Office Networks → Saving Deposit	Rejected
5	Promotion → Saving Deposit	Rejected

4 Result and Discussion

This study evaluates the relationship between office networks, promotional spending, and savings collection in relation to the sales of consumption loans at regional development banks. The findings show that office networks positively affect consumption loan sales, aligning with previous literature that suggests office networks facilitate intermediary activities, including loan sales. For instance, a study by Hirtle (2007) titled *The Impact of Network Size on Bank Branch Performance* highlights that banks with larger networks have better access to customers, which in turn increases loan sales.

However, the finding that promotions do not significantly affect consumption loan sales contrasts with earlier research, which often emphasises the importance of promotional activities in increasing product awareness and sales. Afande and Maina (2015) in their study titled *Effect of Promotional Mix Elements on Sales Volume of Financial Institutions in Kenya* demonstrate that promotional elements have a significant impact on increasing the sales of financial products. In this study, however, promotions are found to be more focused on increasing savings rather than loan sales, providing a perspective that has been underexplored.

The study also shows that savings negatively affect consumption loan sales, indicating that savings are not the primary source of funds for loan disbursement. This is supported by literature that identifies other sources, such as demand deposits, equity capital, and retained earnings, as contributing to loan funding. A study by Sheehan (2013) titled *Valuing Core Deposits* found that savings funds do not always play a significant role in financing long-term or large loans, which is consistent with the findings of this study.

The findings regarding the relationship between office networks and savings suggest that office networks do not significantly impact savings collection. This differs from the findings of Horvitz (1962) in *Bank Earnings and the Competition for Savings*, which suggests that extensive office networks are often associated with increased savings collection. This study provides a more nuanced view of the role of office networks in credit distribution rather than in savings collection.

The finding that promotions do not significantly affect savings also contrasts with previous studies. Al-Sharif et al. (2017) in *The Effect of Promotion Strategy in the Jordanian Islamic Banks on a Number of Customers* show that promotions play a key role in increasing fund collection at reputable banks. However, in many cases, demand deposits tend to dominate over savings, which explains the results found in this study.

5 Conclusion

This study examines the relationship between office networks and promotions concerning consumption loan sales, using savings as an intervening variable at regional development banks in Sulawesi Island. The findings show that office networks positively and significantly impact consumption loan sales, indicating that these networks play an important role in driving sales, particularly for consumption loans. In contrast, promotions exhibit a negative and insignificant relationship with consumption loan sales. This suggests that promotional efforts cannot be evaluated solely based on activities related to consumption loan sales. Additionally, the study reveals that savings negatively and significantly affect consumption loan sales, indicating that banks do not primarily rely on savings when making decisions about these loans. Furthermore, office networks negatively and insignificantly affect savings, suggesting that these networks may not effectively promote savings collection. Additionally, promotions negatively and significantly influence savings, indicating that promotional strategies do not work effectively when focused only on limited activities, such as saving.

5.1 Research Limitations

1. The study focuses only on four Regional Development Banks (BPD) in Sulawesi, so the results may not be generalisable to BPDs in other regions.
2. The promotional variable used is not detailed enough, without considering the type of promotion, campaign frequency, or audience segmentation.
3. There are only three main variables (office networks, promotion, and savings), while other factors affecting consumer loan sales, such as interest rates or credit policies, are not analysed.
4. The data used is annual, so short-term fluctuations or policy changes are not captured in detail.

5.2 Suggestions for Future Research

1. Expand the scope of research to regional development banks in other areas to improve the generalisation of the results.
5. Conduct more in-depth research on the promotion variable by considering the type, target audience, and effectiveness of promotions.

6. Add additional variables such as macroeconomic factors, credit policies, and customer preferences for a more comprehensive analysis.
7. Use higher-frequency data (monthly or quarterly) to observe the dynamic impact of policies more effectively.

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