

Digital Marketing Effectiveness in Enganging Generation: Evidence From Bank Bjb’s Social Media Campaigns

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ABSTRACT

This research aims to analyze the effectiveness of Bank BJB's digital marketing strategy in increasing Generation Z engagement intentions, especially through KPR Gaul, BJB Tandamata Goals, and Smart Budgeting digital campaigns. Although Bank BJB actively leverages social media platforms such as Instagram and TikTok, preliminary observations show a relatively low level of engagement compared to digital banking industry benchmarks. This condition highlights the need to evaluate the key elements of a digital marketing strategy that can influence Generation Z's intention to

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engage with branded digital content. This study uses a mixed method approach with a dominant quantitative design. Primary quantitative data was collected through a structured survey distributed to 162 Generation Z respondents aged 20-27 who actively use Instagram and TikTok. The survey measures four key constructs: content relevance, influencer credibility, call to action, and engagement intent. Quantitative data were analyzed using descriptive statistical analysis and multiple linear regression to examine the influence of each independent variable on engagement intent. To enrich and contextualize the quantitative findings, qualitative data was obtained through semi-structured interviews with two key informants from Bank BJB, representing the Corporate Secretary and Product Expert KPR divisions. Qualitative data is analyzed using thematic analysis to provide deeper insights into campaign strategy and execution. This study addresses three main research questions: (1) Does content relevance affect Generation Z's engagement intentions? (2) Does influencer credibility affect Generation Z's engagement intentions? and (3) Does the call to action affect Generation Z's engagement intentions? These findings suggest that content relevance, influencer credibility, and call-to-action each have a significant positive effect on engagement intent. Overall, the study contributes both theoretically and practically by providing empirical evidence on the key drivers of engagement intent among Generation Z in the context of digital banking marketing. These findings offer strategic insights for Bank BJB and similar financial institutions in optimizing digital marketing strategies to increase engagement effectiveness and strengthen long-term relationships with younger audiences.

Keywords: Digital marketing, customer engagement, Generation Z, influencer credibility, call to action.

INTRODUCTION

Digital transformation and social media have changed the way consumers, particularly Generation Z, interact with financial products. Although Bank BJB has been trying to capture this segment through its "KPR Gaul, Tandamata Goals, and Smart Budgeting" campaigns on TikTok and Instagram, the initiative has not yet achieved significant traction. One of the most visible symptoms is the low level of engagement across Bank BJB's social media platforms. Content posted on Instagram and TikTok under these campaigns typically receives less than 1,000-1,500 views and less than 40 likes per post, with minimal comments or shares. Based on calculations conducted by researchers, it is known that the percentage of BJB bank engagement only reaches 0.18%. These numbers are well below the financial industry's average engagement benchmark of 3-5% for campaigns targeted at Gen Z. While initial reach can be supported by the platform's algorithms, user engagement remains weak, reflecting the limited resonance between audiences' digital messages and expectations. Low engagement also reflects a gap between awareness and action. While Gen Z users can view content, only a few click, comment, or visit Bank BJB's landing page. The click-through rate (CTR) remains below 0.5%, compared to the industry average of 1-2% (Engelbert, 2025). This suggests that a campaign's call-to-action lacks the clarity, urgency, or emotional appeal to convert passive viewers into active participants.

Second, qualitative interviews conducted with Gen Z respondents (aged 20-25 years, consisting of students and professionals who are just starting out in Bandung) revealed that many participants could not remember the name or concept of Bank BJB's campaign. Even when the contents were shown, only a few respondents identified Bank BJB as the source. This indicates weak brand memory and limited emotional bonding – key factors for maintaining engagement among younger audiences. For high-engagement financial products like mortgages and long-term savings, brand recognition and trust are essential. The fact that respondents failed to associate the content with Bank BJB suggests that the campaign has not built a distinctive brand identity or narrative relationships strong enough to remain a top priority (Fathinasari et al., 2023).

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Third, even though Bank BJB has actively utilized various digital channels and collaborated with influencers to reach Generation Z, the performance of the digital campaigns carried out still shows suboptimal results in terms of engagement. Several Bank BJB digital campaigns, especially in KPR Gaul, BJB Tandamata Goals, and Smart Budgeting products, recorded a relatively low engagement rate compared to the digital banking industry benchmark which is in the range of 3-5%. This low engagement rate is an indication that campaign messaging has not been able to fully drive engagement and interest of the target audience on an ongoing basis.

One of the main business issues that needs to be considered is the influencer collaboration strategy that is applied. Bank BJB tends to work with nano and micro influencers who have a relatively limited number of followers. This strategy is conceptually considered more relevant and understandable to Generation Z. However, the resulting low engagement shows a gap between the designed strategy and the effectiveness of its implementation on social media, especially in terms of message delivery, content relevance, and influencers' ability to build meaningful interactions.

Previous research has shown that collaborations with nano influencers who have specific skills, such as financial literacy, can result in higher engagement compared to general or lifestyle-based influencers (Djafarova & Bowes, 2021). Therefore, the main business issue in this study is how Bank BJB can optimize its digital marketing strategy—especially through increasing influencer credibility, content relevance, and call-to-action effectiveness—to encourage Generation Z's engagement intentions more optimally and sustainably.

Fourth, the quality and format of digital content also contribute to weak performance. A review of recent posts under KPR Gaul, bjb Tandamata Goals, and Smart Budgeting shows that most content relies on static visuals or generic promotional videos. The material doesn't fully take advantage of interactive platform features such as polls, sliders, or Q&A session formats that are known to increase engagement among younger audiences. Additionally, key financial concepts – such as down payment flexibility, savings targets, interest rate benefits, and budgeting tools – are rarely presented in a concise, easy-to-understand, and visually dynamic way. For example, TikTok posts promoting KPR Gaul only feature short taglines with no contextual stories, resulting in low numbers of shares and saves. This reduces message retention and limits the possibility of users exploring the product further (Lusardi & Mitchell, 2014).

Finally, the click-through rate to Bank BJB's official landing page remains below 0.5%, compared to the industry average of 1–2% (Engelbert, 2025). This suggests that the call to action in a campaign isn't compelling enough to divert users from awareness to active consideration. Engaging and limited financial education content can contribute to this gap. Given that Gen Z is still in the early stages of long-term financial planning, content that focuses on practical tips such as "saving for a down payment", "Every Rupiah Saved, Bringing Dreams Closer", "understanding mortgage subsidies" or "Smart Budgeting, Smart Living" is likely to be more engaging and actionable than pure promotional slogans.

These issues collectively show that the challenge is not about the affordability of financial products, but rather how Bank BJB communicates its value proposition to Gen Z. Low engagement rates across campaigns demonstrate a mismatch between content design and digital behavior of

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young audiences, who prefer content experiences that can be emotionally connected, visually dynamic, and authentic.

This issue is particularly relevant given Bank BJB's long-term commitment to promoting financial literacy and building stronger relationships with the younger generation. As emphasized by Bank BJB President Director Yusuf, the bank continues to strengthen partnerships with educational institutions to expand the reach of financial education. According to the President Director of Bank BJB,

"By providing financial knowledge from an early age, Bank BJB aims to create a financially literate generation who are able to make wise financial decisions. Today's students and young people are the future leaders who will shape the nation, and one of the important skills they must master is financial management. We are trying to build a strong foundation for the next generation, not only intellectually capable but also financially savvy."

(Official Website of Bank BJB)

This statement reflects Bank BJB's broader strategic direction to strengthen financial inclusion and digital literacy as part of the company's transformation roadmap towards 2027. This roadmap emphasizes sustainable growth through digital innovation, inclusivity, and deeper engagement with younger demographics. Therefore, solving the current engagement problem is not only about improving campaign performance, but is an important step to ensure Bank BJB's relevance, competitiveness, and strategic position in Indonesia's digital financial ecosystem in the long term.

For Bank BJB, addressing these issues is critical not only to increase short-term engagement, but also to build long-term brand equity among future consumers. As Gen Z continues to represent Indonesia's growing share of the financial market, increased digital engagement and financial education outreach are critical to ensuring relevance and competitiveness in the ever-evolving digital banking landscape.

The main problem facing Bank BJB lies in the strategic mismatch between the implementation of digital marketing for mortgage and savings products as well as the behavioral characteristics, digital preferences, and trust ecosystem of Generation Z. This generation expects highly personalized messages, prefers short-form and visually appealing content, and places significant trust in recommendations from credible influencers (Djafarova & Bowes, 2021). However, Bank BJB's current marketing efforts, especially the "KPR Gaul", "Bjb Tandamata My Goals" and "Smart Budgeting" campaigns, have not met these expectations effectively. Some obvious symptoms point to this gap: the average engagement rate is below 1%, each post typically only garners 20-30 likes, and audience interactions such as comments and sharing remain minimal. Additionally, the number of followers on official social media platforms showed little growth, and many Gen Z respondents reported low recall of the campaign's brand message or source. These indicators indicate that a campaign lacks emotional resonance and informational value for its target audience.

To explore the root causes of this problem, analytical tools such as gap analysis, stakeholder mapping, and digital behavioral assessments are used. Gap analysis highlights the clear difference

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between expected engagement outcomes and actual user responses. While the bank anticipates strong traction from its presence on TikTok and Instagram, the reality reflects weak engagement and low conversions. Key contributing factors include inaligned content formats, lack of message customization, inadequate elements of financial education, and the use of influencers that lack relevance or credibility in the context of the product.

As a result, the core issue goes beyond the platform used to how effectively it communicates value, builds trust, and connects with Gen Z audiences. A data-driven and behaviorally oriented approach will be critical to increasing audience engagement and optimizing the reach and impact of Bank BJB's mortgage marketing efforts.

Research Questions and Research Objectives

Referring to the background and business issues discussed earlier, the research questions in this mixed method between qualitative and quantitative are formulated as follows:

1. Does relevant content affect engagement intent?
2. Does influencer credibility affect engagement intent?
3. Does a call to action affect engagement intent?

This research was conducted to gain a deeper understanding of the challenges and opportunities in promoting products to Generation Z through digital marketing. Based on the business issues and research questions identified, the objectives of this research are formulated as follows:

1. To determine if relevant content affects engagement intent
2. To determine if an influencer's credibility affects engagement intent
3. To determine if the call to action affects engagement intent.

RESEARCH METHOD

Research Design

This study uses a quantitatively oriented mixed method case study approach. The quantitative approach is used as the main method to analyze the influence of content relevance, influencer credibility, and call to action on Generation Z's engagement intentions with Bank BJB's digital marketing initiatives, including KPR products, BJB Tandamata My Goals, and Smart Budgeting. Meanwhile, a qualitative approach is used as a supporting method to enrich and provide context to quantitative findings.

Quantitative data was collected through a survey using a structured questionnaire distributed to Generation Z respondents aged 20-27 years who actively use social media, especially TikTok and Instagram. The questionnaire measures variables of content relevance, influencer credibility, call to action, and engagement intent. The collected data was then analyzed using statistical techniques to identify the relationships and strength of influence between variables.

Qualitative data was obtained through semi-structured interviews with deliberately selected informants, namely the digital marketing team and corporate secretary of Bank BJB, as well as experts in Bank BJB mortgage products. This interview aims to gain an in-depth understanding of

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the digital marketing strategies implemented, the content design process, and the challenges faced in reaching Generation Z.

Qualitative findings are analyzed using thematic analysis and used to complement and explain the results of quantitative analysis. Qualitative data are not used to test hypotheses, but rather to provide contextual explanations for statistical results, such as practical factors that affect engagement rates and dynamics of implementing digital marketing strategies in an organizational environment.

By integrating the results of quantitative analysis and qualitative insights, this study provides a comprehensive understanding of the factors that affect Generation Z's engagement intention in Bank BJB's digital marketing. This approach allows for research results to be not only statistical, but also practically relevant in the context of implementing digital marketing strategies in the banking sector.

Data Collection Methods

The data collection process in this study was carried out using a mixed method approach, combining qualitative and quantitative techniques.

At the quantitative stage, primary data was obtained using a Google Form-based questionnaire instrument which was distributed to respondents who were included in the Generation Z category, namely individuals aged 20-27 years who actively use social media and have an interest in financial literacy or financial content. The questionnaire used a Likert scale of 1-5 to measure respondents' perceptions of research variables such as content relevance, influencer credibility, engagement intention, and call-to-action effectiveness. The questionnaire was distributed using purposive sampling with a target of at least 100 respondents in accordance with the minimum standard of quantitative analysis for testing the intervariable relationship model (Ridwan et al, 2020). In addition, the Qualitative component mainly relies on in-depth interviews and literature reviews. This integration allows research to primarily produce measurable quantitative evidence, while qualitative insights are used to contextualize and enrich the interpretation of statistical findings on the effectiveness of Bank BJB's digital marketing strategy.

Qualitative data were collected through semi-structured interviews with three groups of informants:

1. Bank BJB's digital marketing team and corporate secretary, who provide insight into the design and implementation of current strategies; and
2. Bank BJB KPR Product Expert who contributed perspectives on industry practices and challenges.

These informants were selected using purposive sampling to ascertain their relevance and ability to provide the right perspective. The interviews follow a semi-structured format that allows for exploration of key themes such as content relevance, influencer impact, engagement triggers, and digital behavior. All sessions were recorded, transcribed, and thematically analyzed to identify recurring patterns.

The quantitative data collected through the questionnaire was designed to evaluate respondents' perception of Bank BJB's digital content on the TikTok and Instagram platforms. In

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line with previous research on digital marketing, this study not only presents one example of content, but directs respondents to judge based on their actual experience in viewing Bank BJB content and similar financial content on social media. This approach is taken to avoid perception bias and capture more natural media consumption behaviors (Ashley & Tuten, 2015; Djafarova & Bowes, 2021).

At the beginning of the questionnaire, there are screening questions to ensure that respondents:

1. Be an active TikTok or Instagram user, and
2. Have seen financial or banking education content on social media.

After passing the screening, respondents were asked to rate 28 closed-ended statements representing four research variables. The assessment was conducted using a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). The survey results provide descriptive statistics such as average scores, frequency distributions, and cross-tabulation that allow comparisons between sub-groups (e.g., students vs. early-career professionals).

The measurement scale used in this study was adapted from Content Relevance – adapted from Ashley & Tuten (2015), Influencer Credibility – adapted from Ohanian (1990); Lou & Yuan (2019), Intention to Engage – adapted from De Vries et al. (2012); Djafarova & Bowes (2021), CTA effectiveness – adapted from Yousef et al. (2021)

The literature review complements the qualitative and quantitative findings by grounding the research on relevant theories, including Usage and Satisfaction Theory, Source Credibility Theory, and Digital Native concepts. This theoretical lens guides the design of interview guides and the development of survey questionnaires.

Method integration follows a triangulation strategy: interview insights identify key problem areas (e.g., low relevance and weak influencer credibility), which are then validated and measured through survey responses. This ensures that the findings are not only context-rich but also supported by broader empirical evidence.

Each group of informants was selected through purposive sampling techniques, with the consideration that they have experience, knowledge, and direct involvement in research issues, namely the effectiveness of Bank BJB's digital marketing strategy in increasing Gen Z involvement, especially through KPR Gaul campaigns, bjb Tandamata Goals, and other digital financial education programs.

The interview questions were prepared based on research variables, previous literature, and the results of initial observations of Bank BJB's digital content. Focus questions include:

- Digital content strategy and campaign objectives,
- Relevance of Gen Z content and media preferences,
- Influencer credibility and message trust,
- The effectiveness of call-to-action (CTA) in driving engagement,
- Perceptions, experiences, and recommendations for the development of BJB's digital strategy.

All interviews are scheduled, recorded (with the informant's consent), and transcribed for further analysis. Qualitative data are then analyzed using thematic analysis to identify patterns, meanings, and key findings relevant to the research hypothesis and quantitative survey results.

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By combining in-depth interviews, survey data, and scientific references, the study provides a comprehensive and multi-layered understanding of how Bank BJB can better align its digital marketing strategy with the expectations of Generation Z. Therefore, these findings rely on subjective experience and measurable patterns, ensuring that the resulting recommendations are strong, credible, and actionable.

Data Analysis Methods

The data analysis process in this study applies a mixed method approach, combining thematic analysis for qualitative data and descriptive statistical analysis for quantitative data. These integrations are designed to provide depth and breadth: while thematic analysis captures nuanced perspectives from interviews, survey data allows for measurable validation of key themes among a broader group of Generation Z respondents. Qualitative analysis follows the steps of thematic analysis, and is used to corroborate quantitative findings. Quantitative findings will be analyzed using the following techniques.

Validity Test

The validity test aims to find out the extent to which the statement items on the questionnaire are able to measure the variables being studied. The test is performed by comparing the calculated r value of each item with the r table. A statement item is declared valid if it calculates the value of $r >$ the value of the table r

Reliability Test

Reliability tests are used to measure the consistency level of research instruments when used repeatedly. Reliability testing is done by looking at the Alpha Cronbach value. The variable is declared reliable if the Alpha Cronbach value > 0.7 .

Normality Test

The normality test aims to find out whether the residual data in the regression model is distributed normally or not. The test is carried out using the Kolmogorov-Smirnov method. The data is declared to be distributed normally if the sig value > 0.05 .

Tes Heteroscedastisitas

The heteroscedasticity test aims to find out whether there is an unevenness of residual variance in the regression model or not. The test is performed by looking at the distribution pattern on the plot graph spread between the residual value and the predicted value. A regression model is declared free of heteroscedasticity if the points on the scattered plot are randomly scattered, do not form a specific pattern, and are scattered either above or below zero on the Y-axis.

Multicollinearity Test

The multicollinearity test aims to find out whether there is a high correlation between independent variables in the regression model or not. The test was carried out by looking at the value of Tolerance and Variance Inflation Factor (VIF). The regression model is declared not to experience multicollinearity if the Tolerance value is greater than 0.10 and the VIF value is less than 10.

Return Linier Ganda

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Multiple linear regression analysis is used to determine the influence of independent variables on a single dependent variable. The multiple linear regression model in this study is formulated as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Independent variables affect dependent variables if the sig values displayed in tests T and $F < 0.05$.

Survey responses were analyzed using descriptive statistics to produce a frequency distribution and average score for each indicator. For example, preliminary results show that the average score for content relevance is 2.8/5, suggesting that most respondents find current campaigns only quite useful or relatable. Similarly, influencer credibility averages 2.5/5, indicating limited trust in the influencers used. These findings align closely with qualitative themes such as *"lack of personalization"* and *"low trust in influencers."*

Triangulation between qualitative themes and survey results increases the credibility of the findings. While the interviews provide a detailed narrative of why Gen Z is detaching themselves from Bank BJB's campaigns, the survey gauges how widespread this perception is among a broader group. Method integration also allows researchers to identify subjective experiences and measurable patterns, strengthening the resilience of the analysis.

In conclusion, the combination of thematic analysis and descriptive survey analysis allowed this study to uncover not only the underlying causes of low engagement but also its prevalence in the Gen Z population.

RESULTS AND DISCUSSION

Respondent Profile

This research uses qualitative and quantitative approaches, so that there are research subjects for interviews and questionnaires. The subjects of the research interviewed were product experts and the corporate secretary division of Bank BJB. The research subjects who filled out the questionnaire were Gen Z who used social media and had seen the content of BJB banks. Based on the results of quantitative data collection, there were 162 respondents who filled out the questionnaire, but 5 respondents had never seen the contents of the BJB bank on social media, so the researcher deleted the answer data from the 5 respondents. The final number of respondents who are gen Z and have watched BJB bank content on social media is 157 people. Details of the characteristics of the 157 respondents can be seen in the following table.

Table IV. 1 Respondent Features

Features		Quantity	Percentage
Gender	Male	86	54.8%
	Women	71	45.2%
Age	20	6	3.8%
	21	6	3.8%

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Features	Quantity	Percentage	
	22	4	2.5%
	23	7	4.5%
	24	14	8.9%
	25	16	10.2%
	26	22	14%
	27	82	52.2%
Social Media	Instagram	64	40.8%
	TikTok	86	54.8%
	Whatsapp	7	4.5%

Validity Test

Table IV. 2 Validity Test Results

Variabel	Calculated r-value	Notes
Relevant Content	0,718-0,812	Applicable
Influencer Credibility	0,758-0,826	Applicable
Call to Action	0,740-0,830	Applicable
Engagement Intent	0,727-0,805	Applicable

Based on the table, it is known that all variables have a calculated r-value > 0.156 . This shows that all the items used in the study are valid, so nothing needs to be thrown away.

Reliability Test

Table IV. 3 Reliability Test Results

Variabel	Cronbach alpha	Notes
Relevant Content	0,931	Reliable
Influencer Credibility	0,937	Reliable
Call to Action	0,939	Reliable
Engagement Intent	0,929	Reliable

Based on the table, it is known that all variables have an alpha Cronbach value > 0.7 . This shows that all variables have a consistent measuring tool.

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Normality Test

Table IV. 4 Normality Test Results
Kolmogorov-Smirnov Test One Sample
 Non-Standard Residue

N		157
Parameter Normal ^{a,b}	Means	.0000000
	Deviation	2.66695737
The Most Extreme Differences	Absolute	.055
	Positive	.055
	Negatives	-.044
Test Statistics		.055
Asimpa. Sig. (2 Oaks)		.200 ^{c,d}

Based on the table, it is known that the sig value is $0.2 > 0.05$, so the data is distributed normally and can be used to perform the next multiple linear regression analysis.

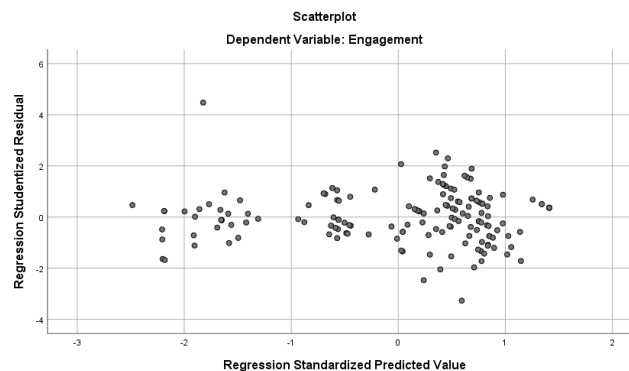
Multicollinearity Test

Table IV. 5 Multicollinearity Test Results

Variabel	Tolerance	VIVID
Relevant Content	0.116	8.657
Influencer Credibility	0.200	5.010
Call to Action	0.140	7.123

Based on the table, it is known that the VIF value is < 10 or a tolerance > 0.1 , so it can be concluded that there is no multicollinearity in this study.

Heteroscedasticity Test



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Based on the images, it is known that all the points are randomly scattered and do not form a specific pattern, so it can be concluded that there is no heteroscedasticity in this study.

Descriptive Analysis

The Content Relevant variable shows the highest average value on item X1.6 of 3,866, which states that Bank BJB's content follows the latest digital trends. This value shows that respondents, especially Gen Z, consider Bank BJB's content to be in line with the development of popular digital trends, both in terms of format, delivery style, and platform used. The alignment of content with digital trends makes the message delivered feel closer, actual, and relevant to young audiences. In contrast, the lowest average value was found at item X1.7 of 3,726, which is related to the perception that Bank BJB's content feels valuable and useful. These findings suggest that even though content is rated as trend-driven, some respondents still do not fully understand the strong value of the benefits of content, especially in the context of direct application to their needs.

The Influencer Credibility variable has the highest average value on an X2.4 item of 3,783, which states that the influencer is competent in his or her field. This score shows that respondents view the influencers used by Bank BJB as having adequate abilities and expertise, so that the financial message conveyed is considered more convincing and trustworthy. Influencer competencies are an important factor in building credibility, especially when the topic being discussed is related to finance. The lowest average score is found in item X2.2 of 3,669, which is the perception that Bank BJB influencers have knowledge about financial topics. These results show that although influencers are generally rated competent, not all respondents are fully confident in the depth of financial knowledge that influencers have.

The Call to Action variable showed the highest average value on an X3.6 item of 3,955, which states that the call to action encourages respondents to click on the link provided. This value reflects the effectiveness of the call to action in Bank BJB's content, especially in directing the audience to take direct action. A call-to-action that drives clicks shows that the message is persuasive, clear, and relevant to the audience's needs. The lowest average value was found on item X3.5 out of 3,732, which relates to the clarity of instructions for the next step. These findings suggest that while call-to-action is effective in driving clicks, some respondents still need more detailed and explicit direction regarding the stages after taking initial action.

The Engagement variable showed the highest average value in item Y5 of 3,917, which stated that respondents wanted to share Bank BJB content if the content was useful. This score shows that Bank BJB's content has the potential to encourage active audience engagement in the form of content sharing, which is a strong indicator of engagement. The desire to share content reflects a positive perception of the value and relevance of the message received. On the other hand, the lowest average value was found in item Y2 of 3,611, which was the interest of respondents to comment on its contents. These results show that interactive forms of engagement, such as comments, are still relatively lower than other forms of engagement, so a strategy that encourages audiences to actively participate through two-way interactions is needed.

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The discussion section will explain in more detail the research findings. This study uses a quantitative approach as the main method to test the influence of content relevance, influencer credibility, and call to action on Generation Z's engagement intentions.

The Effect of Content Relevance on Engagement Intent

The results of linear regression analysis show that content relevance has a significant influence on engagement intent. The significance value of < 0.05 shows that the higher the perception of the relevance of Gaul Mortgage's content, the greater the intention of Generation Z to be actively involved in Bank BJB's digital campaign content. These findings make it clear that the relevance of content is not only a supporting element of marketing communication, but a key determinant in driving young audience engagement.

The results of the descriptive analysis show that the perception of content relevance is most strongly reflected in item X1.6, namely Bank BJB's content following the latest digital trends, which has the highest average value. These findings show that Generation Z rates content suitability with digital trends as a key aspect of relevance, as trend-following content is perceived as more actual, close to their daily lives, and not outdated. This condition reinforces the regression results that show that content relevance has a significant influence on engagement intent, as up-to-date content is more likely to attract attention and drive initial audience engagement. However, descriptive analysis also showed that the X1.7 item, which is the perception that content feels valuable and useful, had the lowest average value. This suggests that even though content is rated as trend-following, not all respondents consistently feel the practical benefits of the content. This difference shows that the relevance of content to Generation Z can be determined by the extent to which the content is able to answer the audience's financial needs and limitations.

Thematic analysis of the interview data revealed several key themes related to content relevance, including perceived product relevance, message clarity gaps, and regulatory constraints in content delivery. The quantitative findings are in line with the results of interviews with KPR Gaul product experts who show that from the beginning this product was indeed designed to create a perception of relevance for the young age segment. The informant explained that although the basic features of the Gaul Mortgage are not much different from conventional mortgages, there are adjustments that aim to make the product more practical and friendly for the productive generation, such as relatively lower administrative costs and ease of access. The informant stated as follows

"KPR Gaul products are specifically designed for the young age segment, with the main target of customers aged around 22 to 36 years. In general, the basic features of Gaul Mortgage are not much different from other mortgage products. However, the difference lies in certain adjustments made to make it more practical and attractive to the younger segment. Some of these adjustments include relatively lower administrative costs and features tailored to the needs of productive plants. The main goal of this product design is to provide easy access and create the perception that Gaul Mortgage is a more friendly and relevant product for the younger generation compared to conventional mortgages."

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This statement shows that relevance is a key foundation in the design of the product as well as its communication message. However, the interview also revealed that the perception of content relevance has not been fully formed optimally, especially when digital messages are not able to convey important information for Gen Z. Informants emphasized that the down payment aspect is the most difficult part for young audiences to understand. Provisions related to 0% DP are often not conveyed in their entirety through digital content, leading to misunderstandings about the ease of financing Galia mortgages. This condition shows that when content is not able to explain the issues that are most relevant to the needs and limitations of Gen Z, then engagement intention has the potential to decrease even though the products offered are precisely in accordance with the segment.

The product expert also acknowledged that there is a difference between the ideal product message according to the internal team and the message that ends up being displayed in a digital campaign. Technical banking terms such as Debt Service Ratio (DSR) and Loan to Value (LTV) should be simplified so that they can be understood by social media audiences. The informant explained that the simplification of the message was carried out so that the content felt closer and easier to understand, for example by changing the concept of technical ratios into practical explanations related to the percentage of installments to monthly salary or the amount of the down payment. This process confirms that the relevance of content is not only determined by the substance of the information, but also by the way it is delivered in accordance with the character and financial literacy of Generation Z.

"The mapping of Generation Z's digital characteristics and preferences is carried out based on the direction of the business division as the product owner. The digital marketing team tailors the content design and distribution strategy to the target market, including the target age range. Thus, the audience segmentation process is carried out from top to bottom, where business needs are the main basis in designing digital content."

The results of the interviews show that Bank BJB maps the characteristics and preferences of Generation Z with a direction-based approach of the business division as the product owner. The digital marketing team adjusts the content design and distribution strategy according to the target market that has been set, including the age range and audience preferences. This approach is top-down, where business needs are the main reference in designing digital content. This phenomenon shows that the audience segmentation process at Bank BJB pays more attention to aligning content with business goals and company strategies. The company's strategy division then added the following.

"The determination of content and visual format is carried out through a multi-layered review process. Bank BJB must comply with OJK regulations, especially regarding the use of promotional language and superlative claims. Therefore, the digital marketing team works closely with a third party as a content reviewer. Once reviewed, the content is returned to the business owner for final approval. The main focus is not on visual taste, but on the clarity of the main message you want to convey."

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The results of the interview revealed that the determination of visual content and format at Bank BJB was carried out through a multi-layered review process. Every content must be in accordance with OJK regulations, especially related to the use of promotional language and superlative claims. To ensure compliance and quality, the digital marketing team works with a third party as a content reviewer. Once the review process is complete, the content is returned to the business owner for final approval. This approach suggests that the clarity of the main message takes precedence over visual taste. This means that while visual design is important to grab attention, the main focus in digital campaigns is for the audience to understand the message being conveyed correctly. The multi-layered review process and cross-divisional collaboration emphasize that content quality and regulatory compliance are critical factors in building campaign credibility and effectiveness.

The Influence of Influencer Credibility on Engagement Intent

Thematic analysis of interview data identified several key themes related to call-to-action, including clarity of follow-up directions, limitations of complex product information delivery, and the role of interdivisional coordination in the formulation of digital messaging. These themes are reflected in the informant's explanation of the content development process, the division of roles between the product team and the communication team, and the challenge of simplifying financial information for the Generation Z audience.

"The strategies that are considered the most effective are the community-based approach and the use of micro and nano influencers. Compared to using large-scale influencers, the use of many small influencers is considered more budget-friendly and able to reach a wider audience. In addition, small-scale influencers are considered easier to connect with for Generation Z."

The results of the interviews show that Bank BJB considers that community-based strategies and the use of micro and nano influencers are the most effective methods to reach Generation Z. Compared to large-scale influencers, the use of small influencers is considered more efficient in terms of budget and more able to reach a wider audience. Additionally, small-scale influencers are considered more relatable for Generation Z, making it easier for audiences to connect and respond to the content delivered. The company's secretary division also added the following statement.

"The selection of influencers is carried out by looking at their digital footprint, especially the last 10-15 uploads, to ensure that the majority of content is positive and in accordance with banking values. Influencers are generally used in short-term partnerships and don't go through the same rigorous selection process as brand ambassadors, but still consider reputational risk."

An additional statement from the company's secretary division confirmed that the selection of influencers was carried out by reviewing their digital footprint, especially the last 10-15 uploads, to ensure that the majority of the content was positive and in line with banking values. Although cooperation with influencers is short-term and not selective for brand ambassadors, Bank BJB still considers reputation risks, so influencer credibility is an important factor in building engagement. This phenomenon shows that the level of credibility and conformity of influencers with the company's values affects the engagement intention of the audience.

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The influence of influencer credibility on engagement intent can be explained through the concept of source credibility which emphasizes that the effectiveness of communication is influenced by the audience's perception of the communicator's expertise, trust, and appeal. Influencers who are considered credible tend to be more trustworthy, so the message conveyed is considered more convincing and relevant to the audience. Ohanian (1990) states that the credibility of a source has a direct influence on the audience's attitude and response to the marketing message, including interest in interacting with the content conveyed.

For Generation Z, influencer credibility is important because this group tends to be skeptical of overly institutional marketing messages. Generation Z is more responsive to characters who are considered authentic, have real experience, and are able to convey messages honestly. Djafarova & Bowes (2021) explain that influencers who are considered credible are able to create parasocial connections with young audiences, thereby increasing trust and encouraging higher engagement with shared content. This condition explains why influencer credibility contributes significantly to engagement intent in digital campaigns.

The Effect of Call to Action on Engagement Intent

Thematic analysis of interview data shows several key themes related to audience engagement, including Generation Z's selective engagement patterns, the use of audience feedback as a basis for campaign evaluation, and the use of digital indicators to measure the effectiveness of engagement. These themes emerged from informant explanations of audience interaction monitoring, responses to comments, and engagement data-driven decision-making.

The need for clear CTAs is becoming increasingly important in the context of banking products that have a high level of complexity. This can be seen from the results of interviews with KPR Gaul product experts who show that there is crucial information that is not conveyed in its entirety in digital content. The informant stated that:

"The hardest part for Gen Z to understand is related to the down payment (DP). Many young prospective customers have difficulty preparing a down payment due to limited initial funds. Although there is a 0% DP option, the scheme can only be applied under certain conditions, such as the purchase of a first home and cooperation with certain developers. These provisions are often not conveyed in their entirety through digital content, leading to misunderstandings among Gen Z about the ease of DP on Gallic mortgages."

The quote shows that when the content is not accompanied by clear instructions for action, the message stops at the partial information stage and does not encourage further engagement. CTAs serve as a link between the audience's initial interest and the concrete actions they can take to get clarity of information. In addition, CTAs also have to do with the content creation process that does not fully involve the product team. The informant explained that:

"In the preparation of social media content, the main role is in the Corporate Secretary division or the team that handles communication and social media of Bank BJB. The KPR Gaul product team acts as a provider of information, especially related to product features, down payment provisions, requirements, and other important points that need to be conveyed. Furthermore, the information is processed by the Corporate Secretary team into social media"

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content that is more communicative and in accordance with the character of the digital platform. Thus, the product team is not directly involved in the creation of creative content, but rather serves as a source of data and product explanations."

The interview results show that when content focuses more on simplifying the message, the audience is potentially unaware of the next step after consuming the content. Clear CTAs, such as invitations to consult or access official information, are essential to bridge the limitations of messaging on social media.

The results of this study are also corroborated through the results of the researcher's interviews with the company secretary division as follows.

"The effectiveness of digital campaigns is measured through various indicators, such as engagement (likes, comments, and interactions), click-through rate (CTR), and influencer performance. In addition to conducting internal recapitulation, Bank BJB also collaborates with third parties to assess whether the budget spent is proportional to the results obtained from digital campaigns."

The results of the interviews show that Bank BJB measures the effectiveness of digital campaigns through various indicators, including engagement in the form of likes, comments, and interactions, click-through rate (CTR), and influencer performance. This measurement is not only carried out internally, but also involves third parties to ensure an objective evaluation and compare the results with the budgets spent. This phenomenon demonstrates the importance of clear and structured call-to-action (CTA) in any digital content. The company's secretary division also added the following statement.

"Yes, the feedback from Generation Z is very concerning. Bank BJB actively monitors audience comments and responses on social media to understand conditions on the ground and identify product-related issues. If a product receives a lot of negative feedback, the promotion will be postponed until the problem is fixed. Audience feedback is used as the basis for evaluation and strategic decision-making."

The results of the interviews show that Bank BJB pays close attention to feedback from Generation Z in every digital campaign. The digital marketing team actively monitors the audience's comments and responses on social media to understand the real conditions on the ground and identify product-related issues. If a product receives a lot of negative responses, the promotion will be delayed until the issue is fixed, so that each step of the campaign is based on the audience's response.

Business Solutions

Based on the results of the research, the following business solutions were prepared.

1. Bank BJB can strengthen KPR Gaul's digital campaign strategy by emphasizing the relevance of content, influencer credibility, and clarity of calls to action in an integrated manner. The results of the analysis show that content that follows digital trends is the most relevant aspect felt by Generation Z, so Bank BJB needs to maintain a communication format and style that is in line with the development of social media trends. However, the descriptive findings also show that the perception of the value of content benefits is still relatively low, so content needs

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to be directed to be visually appealing, and also focus more on explaining practical benefits, especially related to crucial issues such as down payment schemes and mortgage application stages.

2. In terms of influencers, Bank BJB needs to use influencers who are considered competent, but with strengthening the substance of the message so that credibility is not only an image, but also based on financial understanding.
3. The effectiveness of a call-to-action should be enhanced by providing clearer follow-up directions, such as a call to consultation or access to official information, so that engagement doesn't stop at the initial click. This strategy is expected to encourage more active, sustainable, and product-oriented engagement of Generation Z.

CONCLUSION

This study concludes that three main factors have a positive and significant effect on the intention of Generation Z involvement in Bank BJB's digital campaigns, namely content that is relevant to their financial needs and lifestyle, the credibility of influencers who have expertise and honesty in the financial context, and a clear and easy-to-understand call to action. Among these three factors, the call to action has the most influence because it is able to encourage the audience to continue interacting after consuming content, such as clicking on a link or participating in a campaign. These findings show that even though content is relevant and supported by credible influencers, without an effective call to action, Generation Z engagement tends to stagnate and does not develop into more meaningful engagement, so these three elements must be optimally integrated in Bank BJB's digital marketing communication strategy.

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