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Determining the Leading Bullion Bank Product (Gold Pawn, Gold Installment, and Gold Savings) at BSI KCP Sumbawa

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Abstract

The rapid expansion of sharia-compliant gold-based financial services has strengthened the role of bullion banking in Indonesia and created a managerial need to identify products with the strongest customer and operational value. This study determines the leading bullion bank product at PT Bank Syariah Indonesia (BSI) KCP Sumbawa among three alternatives: Gold Pawn, Gold Installment, and Gold Savings. A quantitative descriptive design was employed using the Analytic Hierarchy Process (AHP) as a multi-criteria decision-making method. Primary data were collected through pairwise-comparison questionnaires and supporting interviews, while secondary data were drawn from books, scientific articles, BSI publications, and relevant documents. Respondents were selected purposively and comprised 100 individuals: 10 BSI KCP Sumbawa employees with knowledge of gold products and 90 active customers, equally distributed among users of Gold Pawn, Gold Installment, and Gold Savings. The decision hierarchy evaluated the alternatives using four criteria derived from the source manuscript's literature synthesis: benefits, ease of use, cost, and flexibility. Respondent judgments were aggregated using the geometric mean and processed through matrix normalization, priority-vector calculation, and consistency testing. The results show that Gold Pawn ranks first under every criterion, obtaining priority weights of 39.79% for benefits, 45.90% for ease of use, 46.02% for cost, and 46.11% for flexibility. The reported consistency checks satisfy the AHP requirement of CR < 0.10; for the benefits criterion, CR = 0.0313.

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These findings identify Gold Pawn as the most consistently preferred bullion banking product at BSI KCP Sumbawa and provide a decision basis for service improvement, product positioning, and customer education regarding the broader gold-product portfolio.

Keywords: Bullion Bank; Gold Pawn; Gold Installment; Gold Savings; Analytic Hierarchy Process; Islamic Banking.

INTRODUCTION

The development of Islamic banking in Indonesia has been accompanied by increasingly diverse product innovation. Sharia financial institutions are no longer limited to conventional deposit mobilization and financing functions; they are also expected to provide investment and liquidity instruments that are secure, accessible, productive, and consistent with sharia principles. Gold-based financial services have become particularly relevant because gold is widely used as a store of value and as an asset that can support both investment and short-term liquidity needs. In this environment, the capacity of Islamic banks to design, position, and continuously improve gold products has become an important component of service differentiation and competitive strategy.

The growing attention to gold-based financial services has also encouraged the development of a bullion banking ecosystem in Indonesia. The source manuscript positions bullion banking as an institutional mechanism through which gold is integrated more systematically into financial services rather than treated only as a physical commodity. Within this development, PT Bank Syariah Indonesia (BSI) has become a relevant provider because it offers a portfolio of gold-based products and has received authorization to conduct bullion-related business. The manuscript further cites an official BSI publication dated March 2026 reporting 22.5 tons of gold under management and an increase of more than 400% in bullion banking customers during the first year of the service, indicating substantial market interest in gold-based sharia financial products (Bank Syariah Indonesia, 2026).

At the branch level, BSI KCP Sumbawa offers three gold products that serve different financial purposes. Gold Pawn (Gadai Emas) is primarily designed to meet short-term financing needs by allowing customers to use gold as collateral without permanently relinquishing ownership. Gold Installment (Cicil Emas) enables customers to acquire gold gradually through scheduled payments, making it more oriented toward planned ownership and medium- to long-term investment. Gold Savings (Tabungan Emas) facilitates gradual gold accumulation through relatively affordable transaction values.

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Although the three products operate within the same gold-service ecosystem, they differ in benefits, procedures, cost structures, usage flexibility, and the financial objectives they are designed to address.

These differences create an important managerial question: which product should be regarded as the leading product at BSI KCP Sumbawa? A simple comparison based only on customer numbers or transaction value would be insufficient because product superiority is inherently multidimensional. A product may be highly beneficial yet relatively demanding in administrative procedure; another may be easy to access but less flexible for urgent liquidity; a third may be attractive for long-term investment but less suitable for customers who require immediate financing. Therefore, product evaluation requires a framework capable of considering several criteria simultaneously and translating heterogeneous judgments into an interpretable priority structure.

Multi-Criteria Decision Making (MCDM) provides such a framework. MCDM is designed for decisions involving several alternatives evaluated against multiple attributes that may carry different levels of importance. Among the available MCDM methods, the Analytic Hierarchy Process (AHP) developed by Saaty (1980) is particularly suitable for managerial problems in which decision makers must compare alternatives pairwise, derive relative priority weights, and evaluate the logical consistency of judgments. AHP transforms a complex decision into a hierarchy consisting of a goal, criteria, and alternatives, thereby enabling a transparent and systematic evaluation process.

The choice of criteria is critical because the usefulness of an AHP model depends on whether the selected criteria genuinely represent the decision problem. The source manuscript first identifies five recurrent criteria from prior banking and financial-service studies: benefits, cost, risk, ease of use, and flexibility. A literature-frequency synthesis indicates that benefits appeared in eight reviewed studies, ease of use in seven, cost in six, flexibility in three, and risk in two. The final empirical model retains the four most frequently occurring and contextually relevant criteria - benefits, ease of use, cost, and flexibility - to evaluate Gold Pawn, Gold Installment, and Gold Savings at BSI KCP Sumbawa.

Existing studies on BSI gold products have generally concentrated on product mechanisms, sharia contracts, marketing strategies, or customer decisions. Hasibuan (2023), for example, examines contracts and financing procedures for Gold Installment, while A'yun (2025) focuses on the implementation of the murabahah contract in the same product category. Apriani and Nurusshobah (2025) discuss marketing strategies for Gold Installment and Gold Savings as leading products in sharia financial institutions. These

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studies provide valuable insight into implementation and customer-facing aspects of gold services, but they do not directly rank Gold Pawn, Gold Installment, and Gold Savings using an integrated multi-criteria framework at the BSI KCP Sumbawa level.

A second stream of literature demonstrates the applicability of AHP to banking decisions. Pangemanan (2014) applies AHP to consumer bank selection; Alwi et al. (2019) use the method to determine priority criteria in credit-card selection; Khotimah (2013) analyzes Islamic bank selection; Yana (2022) employs AHP in a decision-support system for account opening; and Garg et al. (2012) use AHP to rank critical factors in bank customer experience. Collectively, these studies show that AHP can convert qualitative preferences regarding service attributes into explicit priorities. However, the application of AHP to the selection of a leading bullion banking product remains comparatively limited in the source literature, particularly in the context of a sub-branch office in Sumbawa.

Accordingly, this study addresses a specific research gap by applying AHP to determine the leading bullion banking product among Gold Pawn, Gold Installment, and Gold Savings at BSI KCP Sumbawa. The analysis integrates the perspectives of bank employees and actual product users, allowing the decision model to reflect both provider-side knowledge and customer experience. The study is expected to contribute theoretically to the use of multi-criteria decision analysis in Islamic banking and practically to product positioning, service development, customer education, and resource prioritization. The central research question is therefore: which of the three BSI bullion banking products emerges as the leading product when evaluated systematically across benefits, ease of use, cost, and flexibility?

LITERATURE REVIEW

Decision-Making Theory

Decision making is a core managerial activity through which an organization selects the most appropriate course of action from several available alternatives. Simon (1960) conceptualizes decision making as a structured intellectual process involving intelligence, design, and choice. Intelligence concerns recognizing and defining the problem; design concerns formulating and evaluating possible solutions; and choice concerns selecting the alternative judged to be most appropriate. This perspective is especially relevant when management must evaluate several products that differ across multiple attributes and when the final decision must be defensible rather than intuitive.

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Terry (1972) similarly frames decision making as the selection of one alternative from two or more possibilities to achieve a defined objective. The quality of a managerial decision is therefore influenced by the adequacy of information, the clarity of decision criteria, and the rationality of the evaluation process. In the present context, determining a leading bullion banking product requires a formal comparison of Gold Pawn, Gold Installment, and Gold Savings rather than a conclusion based on a single operational indicator or individual preference.

Multi-Criteria Decision Making and the Analytic Hierarchy Process

MCDM is an analytical approach used when a decision problem involves several criteria that must be considered simultaneously. Hwang and Yoon (2012) describe multiple-attribute decision making as a process for evaluating and selecting alternatives under different attributes and relative preferences. In practical banking decisions, criteria may be partly economic and partly service-related; consequently, a method that places all criteria into one structured framework can improve transparency and consistency.

AHP is one of the most established MCDM techniques for discrete alternatives. Saaty (1980) developed AHP to decompose a decision problem into hierarchical levels, elicit pairwise judgments using a nine-point fundamental scale, derive normalized priority weights, and test the consistency of the judgments. AHP is appropriate for the current problem because three clearly defined alternatives are assessed using four criteria that are meaningful to both employees and customers. The method also makes the decision process auditable: the ranking can be traced to explicit pairwise comparisons rather than an opaque composite score.

The consistency test is a distinctive feature of AHP. Pairwise comparisons can produce contradictory judgments when respondents are unable to maintain logical proportionality across comparisons. AHP therefore evaluates the maximum eigenvalue, Consistency Index (CI), and Consistency Ratio (CR). The source manuscript adopts the conventional criterion that a judgment structure is acceptable when CR is below 0.10. This condition is important because a priority vector should be interpreted only when the underlying comparisons are sufficiently coherent.

Consumer Preference and Consumer Behavior

Consumer preference explains how individuals rank alternatives according to the utility or satisfaction they expect to receive. Kotler and Keller (2016) emphasize that customers evaluate products by comparing perceived benefits and attributes, including quality, price, convenience, risk, and service. In financial services, preferences are also

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shaped by trust, security, procedural simplicity, and the fit between a product and the customer's financial objective. Therefore, customer judgments about a gold product are not determined by one feature in isolation but by the overall value configuration that the product offers.

Consumer behavior expands this perspective by recognizing that product choice is influenced by cultural, social, personal, and psychological factors. The source manuscript uses this perspective to explain why customers can value the same bullion banking product differently depending on financial needs, experience, income constraints, expectations, and prior product use. AHP accommodates this heterogeneity by aggregating individual pairwise judgments into a collective priority structure while retaining the relative logic of the comparisons.

Within the present study, consumer preference theory is particularly relevant to the interpretation of the four selected criteria. Benefits represent the perceived functional and economic value of the product; ease of use captures procedural and access convenience; cost represents the financial burden or affordability of using the service; and flexibility reflects the extent to which the product can adapt to different transaction amounts, time horizons, and customer needs. Together, these criteria operationalize the value judgments through which respondents distinguish among Gold Pawn, Gold Installment, and Gold Savings.

Bullion Banking and BSI Gold Products

The bullion banking context examined in this study concerns the integration of gold-based transactions into formal financial services. The source manuscript views the development of bullion banking as an effort to strengthen the economic value of national gold resources, broaden public access to gold investment, and deepen asset-backed financial services. BSI's gold portfolio is relevant because it combines financing and investment-oriented products under sharia principles, thereby serving customers with distinct liquidity and wealth-management objectives.

Gold Pawn provides liquidity by using gold as collateral, enabling a customer to obtain funds while retaining the economic ownership of the asset subject to the applicable financing arrangement. Gold Installment provides a path to gradual gold ownership through scheduled payments and is consequently aligned with planned asset accumulation. Gold Savings allows customers to accumulate gold incrementally and is positioned as an accessible investment mechanism. The three alternatives are therefore not substitutes in a strict functional sense; rather, they offer different value propositions.

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This functional diversity reinforces the need for multi-criteria analysis when the managerial objective is to identify the product with the strongest overall competitive profile at a particular branch.

Previous Studies and Research Positioning

Prior research used in the source manuscript can be grouped into two broad categories: studies of BSI or sharia gold products, and studies applying AHP to banking or financial-service selection. The first category provides contextual understanding of the products and their operational or marketing characteristics, while the second provides methodological evidence that AHP is suitable for ranking financial alternatives. Table 1 summarizes selected studies that directly inform the positioning of the present research.

Table 1. Selected Previous Studies Relevant to the Research

Author(s) / Year	Focus	Method	Relevance to the Present Study
Hasibuan (2023)	Contracts and financing procedures for BSI Gold Installment	Qualitative descriptiv	Explains the operational and sharia characteristics of one gold product but does not rank the full product portfolio.
A'yun (2025)	Implementation of the murabahah contract in BSI Gold Installment	Qualit ative	Provides product-implementation evidence; the present study shifts the focus to comparative product priority.
Apriani & Nurusshobah (2025)	Marketing of Gold Installment and Gold Savings as leading products	Qualitative descriptive	Shows the strategic importance of gold-product positioning but does not use a multi-criteria ranking of three alternatives.
Pangemanan (2014)	Consumer decision making in bank selection	AHP	Demonstrates the applicability of AHP to bank-selection criteria

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			and consumer judgments.
Alwi et al. (2019)	Priority criteria for credit-card decisions	AHP	Supports the use of pairwise comparison to identify priority financial-service attributes.
Yana (2022)	Bank selection for account opening	AHP	Shows the use of AHP as a decision-support method for financial-service alternatives.
Garg et al. (2012)	Critical success factors of bank customer experience	AHP	Reinforces the relevance of benefit, service convenience, and customer-experience attributes in banking decisions.

Source: Synthesized from the literature reviewed, 2026.

The research novelty lies in applying AHP specifically to the selection of a leading BSI bullion banking product at KCP Sumbawa, using a combined respondent structure of knowledgeable employees and active users of each product. Rather than studying only a contract mechanism, marketing strategy, or a single product, this study evaluates three alternatives under a common four-criterion hierarchy. This design allows product strengths to be compared systematically and provides a branch-level decision basis that is directly linked to customer and operational perceptions.

RESEARCH METHODOLOGY

Research Design and Setting

This study uses a quantitative descriptive approach. Quantitative analysis is appropriate because the pairwise comparisons are transformed into numerical matrices and priority weights, while the descriptive orientation is used to explain the relative position of each bullion banking product without manipulating the research setting. The analytical framework is MCDM using the Analytic Hierarchy Process (AHP). The study was conducted at PT Bank Syariah Indonesia (BSI) KCP Sumbawa during 2026, covering questionnaire preparation, respondent selection, data collection, AHP processing, interpretation, and report preparation.

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BSI KCP Sumbawa was selected because the office provides all three alternatives analyzed in the study: Gold Pawn, Gold Installment, and Gold Savings. Evaluating the alternatives within a single service location reduces institutional variation and focuses the analysis on product-level differences. The branch context also allows the study to integrate operational knowledge from employees with actual service experience from customers.

Data Sources and Data Collection

The study uses primary and secondary data. Primary data were obtained from AHP questionnaires administered to respondents who possessed relevant knowledge or experience with BSI gold products. The questionnaire required pairwise comparisons among criteria and among product alternatives under each criterion. Supporting interviews with parties knowledgeable about bullion banking products were used to clarify product characteristics and strengthen the interpretation of the questionnaire results.

Secondary data were obtained from books, scientific journals, official reports, BSI publications, and other documents related to bullion banking, sharia gold products, consumer preference, consumer behavior, decision making, and AHP. The secondary evidence also served as the basis for identifying the evaluation criteria. The source manuscript initially identified benefits, cost, risk, ease of use, and flexibility from prior studies; after considering literature frequency and contextual relevance, the final AHP model retained benefits, ease of use, cost, and flexibility.

Population, Respondents, and Sampling Technique

The population comprises two groups, BSI KCP Sumbawa employees and customers who use BSI gold products. The employee population consists of 34 staff members. Employees were included because they possess knowledge of product mechanisms, implementation, service processes, and the practical characteristics of Gold Pawn, Gold Installment, and Gold Savings. The customer population consists of users of these gold products, whose experiences provide a demand-side assessment of product benefits and service attributes.

Table 2. Composition of Research Respondents

Respondent Group	Selection Basis	Number
BSI KCP Sumbawa employees	Active employees with relevant knowledge of BSI gold products	10

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Gold Pawn customers	Active users of Gold Pawn	30
Gold Installment customers	Active users of Gold Installment	30
Gold Savings customers	Active users of Gold Savings	30
Total	-	100

Source: data processed, 2026.

Respondents were selected using purposive sampling, a non-probability technique in which participants are chosen according to characteristics relevant to the research objective (Sugiyono, 2023). Employee respondents were required to be active BSI KCP Sumbawa staff, to have at least one year of work experience, and to possess knowledge of or involvement in gold-product services, marketing, financing, or operations. Customer respondents were required to be active BSI KCP Sumbawa customers, to have used or currently use one of the three gold products, to be at least 17 years old or possess an identity card, to have used the relevant gold product for at least six months, and to be willing to complete the research questionnaire.

The final respondent set contains 100 participants. Ten are BSI KCP Sumbawa employees who understand the gold-product portfolio. The remaining 90 are customers, divided equally into 30 Gold Pawn users, 30 Gold Installment users, and 30 Gold Savings users. This structure was intended to avoid relying solely on the provider perspective or solely on one customer segment. The resulting judgments therefore reflect a combination of operational understanding and direct product experience.

Decision Hierarchy and Research Criteria

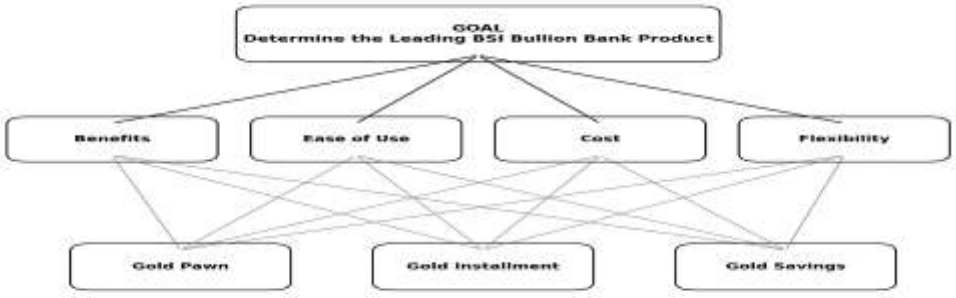


Figure 1. AHP Decision Hierarchy for Selecting the Leading Bullion Banking Product

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The AHP structure consists of three levels. The first level is the decision goal: determining the leading BSI bullion banking product at KCP Sumbawa. The second level contains four evaluation criteria - benefits, ease of use, cost, and flexibility. The third level contains the three alternatives - Gold Pawn, Gold Installment, and Gold Savings. Each alternative is compared pairwise under each criterion, allowing the model to identify criterion-specific priorities.

Table 3. Operational Definition of Research Criteria

Criterion	Operational Definition	Indicators
Benefits	The level of value obtained by customers from a bullion banking product in meeting financing or investment needs.	Product added value; economic benefit; investment benefit; contribution to customer financial needs.
Ease of Use	The extent to which customers perceive a product as easy to access, use, and transact.	Ease of requirements; procedural simplicity; access to services; transaction convenience.
Cost	The financial costs incurred by customers when using a bullion banking product.	Administrative cost; margin; service cost; affordability.
Flexibility	The ability of a product to adapt to customers' needs and conditions.	Transaction amount flexibility; term flexibility; service options; ease of adjustment to customer needs.

Source: data processed, 2026.

Pairwise Comparison Instrument

The questionnaire uses Saaty's fundamental comparison scale. A value of 1 indicates equal importance between two elements, while progressively larger odd numbers indicate stronger preference for one element over another. Intermediate even numbers are used when a respondent's judgment falls between two adjacent verbal categories. Reciprocal values are applied to the opposite direction of each pairwise comparison. This scale enables subjective evaluations to be converted into a ratio-scale matrix for AHP processing (Saaty, 1980).

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Table 4. Saaty Fundamental Pairwise-Comparison Scale

Value	Interpretation
1	Equal importance
3	Moderately more important
5	More important
7	Very important
9	Extremely more important
2, 4, 6, 8	Intermediate judgments between adjacent levels

Source: Adapted from the scale based on Saaty, 1980.

AHP Data Analysis Procedure

Data analysis followed the AHP stages specified in the source manuscript. First, respondents completed pairwise comparisons for the criteria and for the product alternatives under each criterion. Because the study involved 100 respondents, the individual judgments for each pair were aggregated using the geometric mean. The geometric mean preserves the multiplicative nature of ratio-scale comparisons and produces a single representative value for each element of the collective comparison matrix.

Second, each comparison matrix was normalized by dividing every matrix element by the sum of its corresponding column. The priority vector was then calculated as the average of the normalized values in each row. A larger priority weight indicates that a criterion or alternative is considered relatively more important or more favorable within the relevant comparison set. The calculations in the source study were processed using Microsoft Excel configured according to the AHP procedure.

Third, the consistency of the pairwise judgments was evaluated. The maximum eigenvalue (lambda max) was obtained, followed by calculation of the Consistency Index and Consistency Ratio. The source manuscript uses CR < 0.10 as the acceptance threshold. If CR exceeds 0.10, the comparisons should be reviewed because the judgment pattern is considered insufficiently consistent. Finally, the criterion-specific priority vectors were interpreted to determine the most strongly preferred product. The source manuscript describes a global synthesis stage conceptually; however, the reported results provide criterion-specific alternative priorities and do not disclose a separate numerical set of top-level criterion weights or a single aggregated global priority

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score. Therefore, the final cross-criterion conclusion in this article is based strictly on the reported evidence: the product that consistently ranks first across all four criteria.

RESULTS AND DISCUSSION

Overview of the AHP Evaluation

The AHP analysis compares Gold Pawn, Gold Installment, and Gold Savings under four criteria that represent the principal product attributes identified from the source literature synthesis. For each criterion, the respondents' pairwise judgments were converted into a priority vector. A valid interpretation requires the judgments to satisfy the consistency requirement. The results reveal a clear pattern: Gold Pawn obtains the highest priority weight under every criterion, although the magnitude of its advantage differs across benefits, ease of use, cost, and flexibility.

This consistent first-place position is important because the products serve different financial purposes. Gold Pawn is primarily associated with immediate liquidity; Gold Installment is associated with gradual gold ownership; and Gold Savings supports incremental accumulation. The AHP result therefore does not imply that the second- or third-ranked alternatives lack value. Rather, it indicates that, in the collective judgments of the selected employee and customer respondents, Gold Pawn presents the strongest combination of attributes within each criterion used in the model.

Priority Based on Benefits

Table 5. Alternative Priority Weights Based on the Benefits Criterion

Alternative	Priority Weight	Priority (%)
Gold Pawn	0.3979	39.79
Gold Installment	0.3306	33.06
Gold Savings	0.2715	27.15

Source: data processed, 2026.

Under the benefits criterion, Gold Pawn obtains the highest priority weight at 0.3979 (39.79%), followed by Gold Installment at 0.3306 (33.06%) and Gold Savings at 0.2715 (27.15%). The distance between Gold Pawn and Gold Installment is smaller under this criterion than under the other three criteria, indicating that respondents also recognize substantial benefits from gradual gold ownership. Nevertheless, Gold Pawn remains the

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leading alternative because respondents associate it with an immediate and practical financial benefit: the ability to access cash while retaining gold as the underlying asset.

The source manuscript reports a maximum eigenvalue of 3.0363, a Consistency Index of 0.0181, and a Consistency Ratio of 0.0313 for this comparison. Because CR is far below 0.10, the benefits judgments meet the AHP consistency requirement. The result therefore provides a reliable basis for interpreting the relative benefit priorities. From a consumer-preference perspective, the ranking suggests that respondents attach strong value to products that solve immediate financial needs while preserving asset ownership, although investment-oriented benefits also remain relevant.

Gold Installment's second-place position is consistent with its role as a planned asset-acquisition product. Customers can acquire gold progressively through installment payments, which creates a clear investment benefit but does not provide the same immediate liquidity as Gold Pawn. Gold Savings ranks third in the benefits comparison. Its incremental savings mechanism remains useful, particularly for customers with limited initial funds, yet the respondents' comparative judgments indicate that its perceived benefit is less immediate than that offered by the other two alternatives.

Priority Based on Ease of Use

Table 6. Alternative Priority Weights Based on the Ease-of-Use Criterion

Alternative	Priority Weight	Priority (%)
Gold Pawn	0.458967	45.90
Gold Savings	0.289152	28.92
Gold Installment	0.251881	25.19

Source: data processed, 2026.

Gold Pawn obtains the highest priority under ease of use with a weight of 0.458967 (45.90%). Gold Savings follows at 0.289152 (28.92%), while Gold Installment receives 0.251881 (25.19%). The source discussion attributes the strong position of Gold Pawn to relatively simple requirements, a service process perceived as rapid, and procedures that respondents consider easy to complete. Ease of use is particularly influential in financial services because customers often evaluate not only the economic outcome of a transaction but also the time, documentation, and procedural effort required to obtain that outcome.

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Gold Savings ranks second on ease of use, reflecting the attractiveness of an incremental savings mechanism that can be accessed with relatively small values. Gold Installment is ranked third, which the source manuscript interprets as reflecting the longer administrative process and the continuing commitment associated with scheduled installment payments. The consistency test for the ease-of-use comparison is reported as below the 0.10 AHP threshold, although the source manuscript does not provide the exact CR value. Accordingly, the comparative ranking can be interpreted as consistent while the article avoids assigning an unreported numerical CR.

Priority Based on Cost

Table 7. Alternative Priority Weights Based on the Cost Criterion

Alternative	Priority Weight	Priority (%)
Gold Pawn	0.460172	46.02
Gold Installment	0.293171	29.32
Gold Savings	0.246658	24.67

Source: data processed, 2026.

The cost criterion again places Gold Pawn first, with a weight of 0.460172 (46.02%). Gold Installment records 0.293171 (29.32%), and Gold Savings records 0.246658 (24.67%). The source study defines cost broadly to include administrative expenses, margin, service charges, and affordability. Consequently, the result should be interpreted as respondents' assessment of the overall favorability or acceptability of the cost profile rather than simply the lowest nominal fee.

This finding is consistent with the consumer-preference argument that customers evaluate price or cost together with the utility received from the product. A financial service may remain attractive even when it involves explicit charges if the perceived benefit, speed, accessibility, and flexibility are judged to justify those charges. The source discussion applies this logic to Gold Pawn: respondents continue to rank it first on cost because the costs are perceived in relation to the immediate financing utility obtained. Gold Installment ranks second, while Gold Savings ranks third on this specific criterion. The consistency ratio is reported as below 0.10, confirming acceptable consistency, but its exact numerical value is not stated in the source manuscript.

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Priority Based on Flexibility

Table 8. Alternative Priority Weights Based on the Flexibility Criterion

Alternative	Priority Weight	Priority (%)
Gold Pawn	0.461118	46.11
Gold Installment	0.272095	27.21
Gold Savings	0.266793	26.68

Source: data processed, 2026.

Flexibility produces the largest Gold Pawn priority among the four criteria: 0.461118 (46.11%). Gold Installment follows at 0.272095 (27.21%), narrowly ahead of Gold Savings at 0.266793 (26.68%). Flexibility in the source manuscript refers to the ability of a product to accommodate different customer needs, including transaction amount, term, service choice, repayment or settlement conditions, and the possibility of adjusting usage to changing financial circumstances.

Gold Pawn's first-place ranking reflects the respondents' perception that the product provides considerable room to address immediate financing needs while allowing customers to maintain the underlying gold asset. The source discussion specifically points to financing according to need, available time-period choices, and the possibility of settlement or extension according to the customer's capacity as features associated with flexibility. Gold Installment provides flexibility for customers who want to acquire gold without paying the full amount at once, but the obligation to maintain periodic payments limits flexibility relative to Gold Pawn. Gold Savings permits low-value accumulation but is perceived as less adaptable when customers require direct financing or immediate financial benefits. The source reports CR below 0.10 for this comparison, indicating acceptable judgment consistency.

Cross-Criterion Synthesis and Leading Product

Table 9. Comparative Priority of Bullion Banking Alternatives Across Criteria

Criterion	Gold Pawn (%)	Gold Installment (%)	Gold Savings (%)	First Priority
Benefits	39.79	33.06	27.15	Gold Pawn
Ease of Use	45.90	25.19	28.92	Gold Pawn
Cost	46.02	29.32	24.67	Gold Pawn

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Flexibility	46.11	27.21	26.68	Gold Pawn

Source: data processed, 2026.

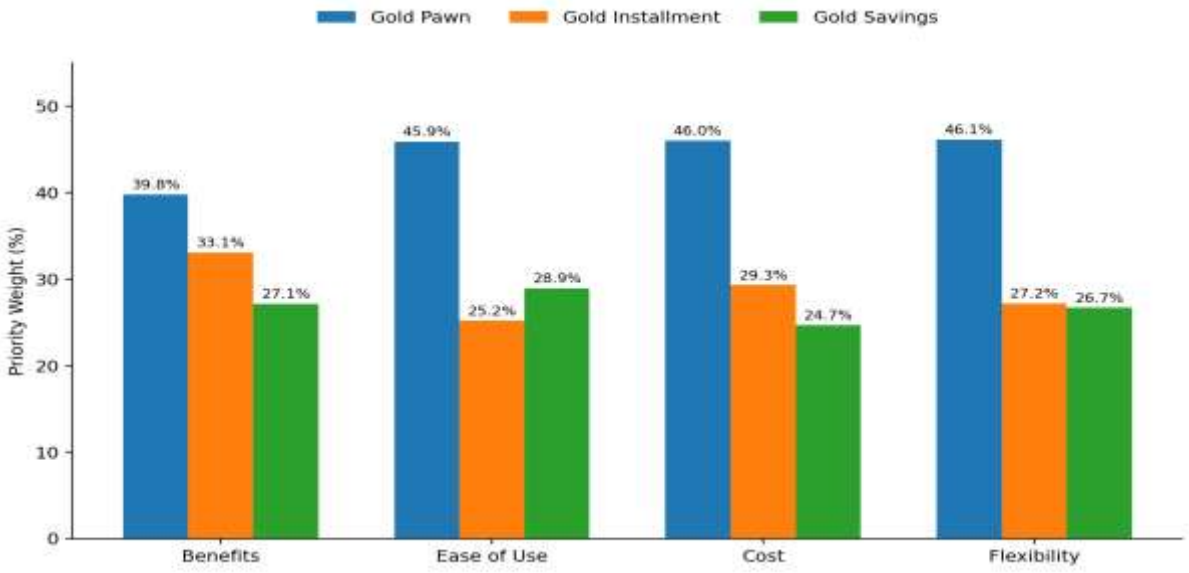


Figure 2. Comparative Priority Weights Across the Four Evaluation Criteria
Source: Visualized from the criterion-specific priority weights (2026).

Table 9 and Figure 2 show that Gold Pawn is the only alternative that ranks first in every criterion. Its lowest priority share is 39.79% under benefits and its highest is 46.11% under flexibility. Gold Installment is generally second, except under ease of use where Gold Savings takes second place. Gold Savings is generally third, although its relatively stronger ease-of-use position indicates that accessibility and incremental transactions are recognizable strengths even though they do not translate into first place under the complete criterion set.

The cross-criterion pattern provides the strongest evidence for designating Gold Pawn as the leading product at BSI KCP Sumbawa. Importantly, the available source results are criterion-specific priority vectors. The source methodology mentions synthesis of global priorities, but the results section does not disclose top-level criterion weights or a single numerical global priority vector. For methodological precision, this article therefore does not fabricate an aggregate AHP score. Instead, it adopts the directly supported conclusion: Gold Pawn demonstrates robust dominance because it is ranked first across all four independently reported criteria.

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This outcome can be explained through the interaction between product functionality and customer preference. Gold Pawn delivers immediate liquidity, relatively straightforward service access, a cost profile that respondents consider acceptable relative to the benefits obtained, and flexible use of a customer's gold asset. These characteristics address urgent and practical financial needs. Consumer behavior theory suggests that products offering a strong match between perceived value and situational needs are more likely to be preferred. The AHP results are consistent with this reasoning, as the product that most directly converts an existing asset into accessible financing is preferred across the four dimensions.

The finding also has an important managerial interpretation. A leading product should not be understood solely as the product to which all resources are shifted. Gold Pawn's dominant ranking suggests that BSI KCP Sumbawa should protect and strengthen its service quality, operational reliability, and customer experience because these attributes support the product's existing competitive position. At the same time, the lower rankings of Gold Installment and Gold Savings identify opportunities for portfolio development. Customer education and clearer product positioning may help potential users understand that these alternatives serve different financial objectives, particularly planned gold ownership and long-term accumulation.

For Gold Installment, the results indicate relatively strong perceived benefits and cost consideration but weaker ease of use. This pattern suggests that product communication and service simplification may be strategically relevant. Customers may recognize the value of gradual gold ownership while perceiving the procedure and recurring commitment as more demanding. For Gold Savings, the second-place ease-of-use score is a useful strength, but the product receives lower priority on benefits, cost, and flexibility. This indicates an opportunity to communicate more clearly how small-value gold accumulation can contribute to long-term financial planning and to explain its cost structure and usage options.

The study's branch-level perspective is also relevant. Product priorities can vary across geographic markets because customer income patterns, liquidity needs, familiarity with gold, and access to alternative financial instruments can differ. The present results therefore provide a decision basis for BSI KCP Sumbawa rather than a claim that the same ordering must apply universally across all BSI branches. This contextual interpretation is consistent with the purposive respondent design and supports the source manuscript's recommendation that future studies expand respondent numbers, locations, and criteria.

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Methodologically, the study demonstrates the practical usefulness of AHP for Islamic banking product management. The method structures a complex choice, incorporates judgments from multiple stakeholder groups, and tests the coherence of pairwise comparisons before priorities are interpreted. Prior AHP banking studies such as Pangemanan (2014), Alwi et al. (2019), Garg et al. (2012), and Yana (2022) similarly show that banking decisions can be decomposed into customer-relevant attributes. The present study extends that logic to bullion banking products and therefore adds a specific application in the emerging gold-service environment of Islamic banking.

Several limitations must nevertheless be recognized. First, purposive sampling enhances respondent relevance but does not provide probability-based representativeness. Second, the study is confined to one BSI sub-branch office. Third, the final empirical model includes four criteria and does not include risk, despite risk appearing in the preliminary literature synthesis. Fourth, the reported results do not provide exact CR values for ease of use, cost, and flexibility, nor a separate final global priority score based on explicit criterion weights. These limitations do not invalidate the reported criterion-specific rankings, but they define the appropriate scope of inference and indicate clear directions for future research.

CONCLUSION

This study determines the leading bullion banking product at BSI KCP Sumbawa by comparing Gold Pawn, Gold Installment, and Gold Savings using the Analytic Hierarchy Process. The decision hierarchy evaluates the alternatives across four criteria derived from the source manuscript's literature synthesis: benefits, ease of use, cost, and flexibility. The respondent set consists of 100 purposively selected participants, combining 10 employees with product knowledge and 90 active customers equally distributed across the three products.

The results consistently identify Gold Pawn as the first-priority alternative under all four criteria. It achieves 39.79% under benefits, 45.90% under ease of use, 46.02% under cost, and 46.11% under flexibility. Gold Installment generally occupies second position, while Gold Savings is generally third, except under ease of use where Gold Savings ranks second. The benefits comparison has CR = 0.0313, and the source manuscript reports CR below 0.10 for the remaining criterion-specific comparisons. Thus, the reported judgments satisfy the AHP consistency requirement.

The practical implication is that BSI KCP Sumbawa should maintain and enhance the service quality of Gold Pawn because respondents perceive it as offering the

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strongest and most consistent combination of value, convenience, favorable cost consideration, and flexibility. However, product strategy should remain portfolio-based. Gold Installment and Gold Savings should be strengthened through clearer education, promotion, and service improvements that emphasize their distinct value propositions for planned gold ownership and long-term accumulation.

For customers, the results should be interpreted as a guide rather than a universal prescription. Gold Pawn is especially appropriate for customers whose principal objective is short-term liquidity backed by existing gold, whereas Gold Installment and Gold Savings may be more appropriate for customers prioritizing gradual ownership or long-term investment. Future research should broaden the geographic coverage, increase the number and diversity of respondents, incorporate additional criteria such as risk and sharia-compliance perceptions where empirically justified, and compare AHP with other MCDM techniques such as TOPSIS, PROMETHEE, or Fuzzy AHP.

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