The Influence of Price, Brand Ambassador and Customer Experience on Customer Loyalty through Customer Satisfaction of Persada Indonesia

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Abstract

This research aims to identify the influence of price, brand ambassador, and customer experience on customer loyalty through customer satisfaction at Persada Indonesia. The type of research employed is explanatory research. The sampling technique used in this study is non-probability sampling with a purposive sampling method. The research instrument consisted of an online questionnaire distributed to a total of 530 respondents. The data analysis method used is Partial Least Squares (PLS) with the assistance of SmartPLS 4.0 software. The results of the study indicate that:(1) Price has a significant effect on Customer Satisfaction; (2) Brand Ambassador has a significant effect on Customer Satisfaction; (3) Customer Experience has a significant effect on Customer Satisfaction; (4) Price has a significant effect on Customer Loyalty; (5) Brand Ambassador has a significant effect on Customer Loyalty; (6) Customer Experience has a significant effect on Customer Loyalty; (7) Customer Satisfaction has a significant effect on Customer Loyalty; (8) Price does not have a significant effect on Customer Loyalty through Customer Satisfaction; (9) Brand Ambassador does not have a significant effect on Customer Loyalty through Customer Satisfaction; and (10) Customer Experience does not have a significant effect on Customer Loyalty through Customer Satisfaction

Keywords: Price; Brand Ambassador; Customer Experience; Customer Loyalty; Customer Satisfaction

INTRODUCTION

Indonesia is the world's most populous Muslim country, with 86.88 percent of the total population (Kusnandar, 2021). The large Muslim population in Indonesia has a direct impact on the growing interest of Indonesians in fulfilling their religious obligations by performing the Umrah and Hajj pilgrimages to the Holy Land of Mecca in Saudi Arabia. This interest is evident in data released by the Association of Muslim Hajj and Umrah Organizers of the Republic of Indonesia (Amphuri), which shows that the number of people departing for the holy land continues to increase annually. Umrah and Hajj are not only religious obligations but also forms of

practicing spiritual, social, and religious values, strengthening the identity of diverse communities. Many believe that performing these pilgrimages can improve oneself spiritually while also gaining great blessings and rewards.

Umrah comes from the Arabic word meaning "to visit" or "to visit." In the context of worship, Umrah is a visit to the Kaaba in Mecca, performing a series of specific rituals, such as tawaf (circumambulation), sa'i (running between the hills of Safa and Marwah), and tahallul (haircutting). Although not obligatory, Umrah has high spiritual value and is considered a highly recommended sunnah (sunnah) of worship (Quran, 2:158).

The proliferation of Hajj and Umrah travel agencies, their intense promotions, and the competition to provide varied, excellent, comfortable, and pampering services have made the Hajj and Umrah pilgrimages seem like a vacation seeking refreshment, relaxation, and enjoyment after a busy schedule. This seems to have spurred people's interest in visiting the House of Allah, not solely because the call to perform the Hajj or Umrah is fulfilled, but also because of specific desires.

Persada Indonesia was founded in 1989, with the official name of PT. Persada Duta Beliton. Initially, Persada Indonesia operated as a travel agent providing air, sea, and land ticket services. As time went by and consumer needs grew, the Board of Directors of PT. Persada Duta Beliton decided to change the company's brand to Persada Tour by adding additional services in the form of Hajj and Umrah. The name Persada Tour lasted for 12 years, until in 2012 the directors decided to change the company's name to Persada Indonesia. Exactly at the age of 34, Persada Indonesia carried out a brand refresh aimed at strengthening Persada Indonesia's relationship with the internal team and with Persada Indonesia's congregation.

Based on data from Persada Indonesia, it was recorded that from 2018-2024 a total of 14,398 pilgrims had chosen Umrah at Persada Indonesia. The data also includes a missed year, namely 2020-2021 due to the Covid-19 virus outbreak at that time. The Saudi Arabian Government closed Umrah access where only local residents could enter and was also very strict about entering the Kaaba area. From sales data, the number of Umrah pilgrims through Persada Indonesia services has increased every year, starting from 1,856 pilgrims in 2018 to a target of 4,006 pilgrims in 2023 but decreased in 2024 with only 3,400 pilgrims. This indicates an influence on the target not being achieved, of course several causal factors that the author wants to examine. Then the data for 2018, 2019, 2022, 2023 and 2024 is not only from 1 office but Persada Indonesia has 5 branches operating throughout Indonesia including the head office in Surabaya and branch offices in the cities of Gresik, Malang, Semarang, Pasuruan, and Jember.

Price is one of the main factor consumers consider before making a purchase. Price is the amount of money paid to obtain the benefits of a product (Satriawan & Setiawan, 2020). Inappropriate pricing can raise doubts in consumers' minds, so companies need to set appropriate prices to build consumer confidence.

Persada Indonesia offers various Umrah packages as well as Hajj Plus and Hajj Furoda, for Umrah itself it consists of 2 packages, namely 9 Days Umrah and 12 Days from this package there are different levels named BLUE, BRONZE, SILVER and GOLD which differentiate them in type and distance, the closer the hotel is to the Kaaba, the more expensive the cost.

In modern marketing studies, Relationship Marketing Theory emphasizes that building long-term relationships and trust between companies and customers is a key strategy for adding value and increasing customer loyalty (Gummerus et al., 2017). This concept is becoming increasingly relevant in the digital age and experience-based services, where customers are more likely to be loyal if they feel emotionally connected and gain more value from their interactions with a brand.

Brand Ambassadors are usually chosen from people who are well-known and have great influence in society Darmawan (2023). Haque et al (2023) argue that the use of Brand Ambassadors in marketing a product can provide a positive image between celebrities and the products offered. Indriningtiyas (2022) said that brand ambassadors are tasked with influencing customers by using celebrities as icons to represent and attract customer interest in using it. Persada Indonesia also has a brand ambassador, namely Ustadzah Oki Setiana Dewi, a famous Islamic preacher in Indonesia, widely known for her popularity as a lecturer and religious motivator. Since 2019, she has been officially appointed as Brand Ambassador to help increase brand appeal and expand Persada Indonesia's marketing reach.

Customer experience is the process of creating impressive customer satisfaction through the customer's experience when purchasing, using, or consuming a company's products (Rohmatin, 2021). Customers who experience an unpleasant experience are likely to be dissatisfied with their purchase and will certainly not dare to purchase products from that company again (Ekanayake & Karunarathne, 2021).

Customer loyalty occurs when a customer purchases a product or service from a company and then remains loyal to that company. According to Tjiptono (2022), customer loyalty is the outcome of experiences and perceptions of a company that lead to repeat purchases and recommendations, demonstrating a close relationship between customer experience and loyalty.

Customer satisfaction is the state or feeling of pleasure experienced after comparing expectations with perceived performance (Rahayu & Faulina, 2022). Mahendra & Wardani (2022) argue that customer loyalty will arise when customers feel satisfied. True satisfaction will be achieved when a company can understand customer needs and desires. A harmonious relationship between the company and consumers can result from customer satisfaction.

This research is expected to provide empirical and theoretical benefits for companies and further research. Empirically, the results can provide input to the Ministry of Religious Affairs regarding the practices of Umrah travel agencies, particularly in remote areas, and user complaints. Furthermore, Umrah travel agencies are expected to understand the conditions of prospective pilgrims so they can effectively carry out their functions in a religiously related business. This research also serves as an educational tool for users to improve regulatory oversight. Theoretically, this research contributes to the development of the sociology of religion.

LITERATURE REVIEW

Theory Relationship marketing

Relationship Marketing Theory developed by Gummesson (1994) offers a more holistic and dynamic perspective than transactional approaches such as Disconfirmation of Expectations, explaining that effective marketing is not just a series of discrete transactions,

but a process of building, maintaining, and enhancing long-term relationships with customers that benefit both parties. This concept is becoming increasingly relevant in the digital era and experience-based services, where customers are more likely to be loyal if they feel emotionally attached and get more value from their interactions with the brand. Relationships based on satisfaction and commitment can significantly improve the customer experience, which ultimately strengthens loyalty.

Price

Price is the amount of money a consumer must pay to obtain goods or services (Kotler & Armstrong, 2018:672). According to Firmansyah (2019:79), price is the amount of money a consumer must pay as compensation for a product obtained from a company. Price is related to the buying and selling process, which includes how consumers understand and process price information in making purchasing decisions.

Brand Ambassador

Brand ambassadors have been proven to be a crucial element in building emotional connections with consumers. Research (Salsabila & Purwanto, 2024) found that the presence of credible and relatable brand ambassadors can significantly improve brand image, ultimately influencing purchasing decisions and customer loyalty. Brand ambassadors are used to advertise products in an effort to convey the brand well and have an obligation to express promotional messages from an organization to consumers with the effectiveness of the advertising carried out (Azizah & Ahmad, 2021).

Customer Experience

Customer experience is the process of creating impressive satisfaction through customer experiences when purchasing, using, or consuming a company's products (Rohmatin, 2021). In customer experience, customers will be emotionally involved in every action so that visitors have an extraordinary and unforgettable experience at that time and are motivated to return (Wulandari & Nudin, 2019). According to Latif and Hasbi (2021), customer experience is the customer's experience with the service process, management, and facilities, as well as how they share these experiences with others. According to Ekanayake & Karunarathne (2021), customer experience is the process of creating impressive customer satisfaction through customer experiences when purchasing, using, or consuming a company's products (Rohmatin, 2021). According to Latif and Hasbi (2021), customer experience is the customer's experience of the service process, management, and facilities provided, as well as how customers share these experiences and other customers.

Customer Loyalty

Loyalty can be defined as fidelity. The loyalty referred to in this study refers to customer loyalty to a company. When a customer purchases a product or service from a company, they then remain loyal to that company's product or service. According to Tjiptono (2022), customer loyalty is often associated with repeat purchase behavior. While the two are related, they are actually distinct. According to Tjiptono (2017), customer loyalty is a customer's commitment to a brand, store, or supplier based on a highly positive long-term purchasing behavior. Customer loyalty can also be defined as the tendency of customers to make repeat purchases from a company over a long period of time and ultimately generate ongoing profits for the company (Venkatakrishnan et al, 2023).

Customer Satisfaction

According to Mahendra & Wardani (2022), customer satisfaction is defined as the range between a product or service's performance and its direct relationship with customer expectations. True satisfaction is achieved when a company understands customer needs and desires. According to Ramadhany & Supriyono (2022), a harmonious relationship between the company and its customers can result from customer satisfaction. Customer satisfaction is a state or feeling of pleasure experienced after comparing expectations and perceived performance (Rahayu & Faulina, 2022).

Satisfaction is an evaluation carried out after customers receive a service by comparing expectations and performance, where satisfaction occurs when reality exceeds expectations (Safitri & Widyastuti, 2023). Customer satisfaction is built on the basis of expectation-disconfirmation theory or EDT, which states that satisfaction is the output of comparing reality received and expectations that have been formed (Sinha et al., 2020). According to the theory of Kotler and Armstrong (2021), consumer satisfaction is defined as the range between product performance that is directly comparable to customer expectations. Mahendra & Wardani (2022) customer loyalty will emerge if customers are satisfied.

True satisfaction will be achieved if the company can understand the needs and desires of customers, a harmonious relationship between the company and consumers can occur as a result of consumer satisfaction according to Ramadhany & Supriyono (2022).

METHODOLOGY

Based on the background, research objectives, and problem formulation, this research can be classified as explanatory research because it aims to explain connection causal between variables.

The population in this study was the Persada Indonesia alumni congregation. The sampling technique used was non-probability sampling, as the researcher did not have access to data on Persada Indonesia alumni Umrah congregations from all branches. The type used was purposive sampling, that is election respondents based on criteria The number of samples in this study was set at 500 respondents.

Data analysis used the Partial Least Squares (PLS) approach, a method in Structural Equation Modeling (SEM) (Hair, 2019). Hypothesis testing was conducted using a bootstrapping procedure to assess the significance of the relationship between constructs. Testing was conducted based on the value of t-statistic, with limit reception hypothesis if $t > 1.96$ on significance level of 5%, then the value p-value, in where hypothesis accepted if $p < 0.05$.

RESULTS AND DISCUSSION

Description General Indonesian Society

Persada Indonesia was founded in 1989, officially named PT. Persada Duta Beliton. Initially, Persada Indonesia operated as a travel agency providing air, sea, and land ticket services. Over time and with the development of consumer needs, the Board of Directors of PT. Persada Duta Beliton decided to change the company's brand to Persada Tour by adding additional services in the form of Hajj and Umrah. The name Persada Tour lasted for 12 years, until in 2012 the directors decided to change the company's name to Persada Indonesia exactly at the age of 34 in 2023.

Persada Indonesia has its head office located in Surabaya and currently has Official Branches in (Jember, Gresik, Malang, Pasuruan, Jember, and Semarang). Persada Indonesia as an Umrah Bureau offers various Umrah Packages for Umrah itself consisting of 3 Types namely Regular Umrah, Milad Umrah, and Umrah Plus. The advantage of the Umrah package at Persada Indonesia is that each package includes a free fast train which initially takes 6-7 hours of travel by fast train only takes 2 hours from Mecca to Medina and vice versa according to the departure route of the congregation such as the SUB-JED or SUB-MED route according to the landing of the chosen Umrah departure. In addition, you also get a suitcase, ihram cloth, mukena, headscarf, scarf, batik cloth, sandals, tote bag, sling bag and also a hat. And also 9 days of Umrah perform 3 Umrahs and 12 days of Umrah perform 4 Umrahs.

Test Instrument

a. Test Validity

According to Ghozali (2016), a validity test is used to measure the validity of a questionnaire. The criteria for assessing the validity test in this study are: if r count ≥ r table and the significance value is less than 0.05, the questionnaire item is considered valid. The results of the validity test are shown in Table 1 below:

Table 1. Results Test Validity

Variables	Item	R count	R Table	Sig	Note
Price	X 1.1	0.886	0.088	0,000	Valid
	X 1.2	0.872	0.088	0,000	Valid
	X 1.3	0.840	0.088	0,000	Valid
	X 1.4	0.877	0.088	0,000	Valid
Brand	X 2.1	0.872	0.088	0,000	Valid
Ambassador	X 2.2	0.857	0.088	0,000	Valid
	X 2.3	0.853	0.088	0,000	Valid
	X 2.4	0.875	0.088	0,000	Valid
Customer	X 3.1	0.878	0.088	0,000	Valid
Experience	X 3.2	0.869	0.088	0,000	Valid
	X 3.3	0.873	0.088	0,000	Valid
	X 3.4	0.867	0.088	0,000	Valid
	X 3.5	0.870	0.088	0,000	Valid
Customer	Y 1.1	0.911	0.088	0,000	Valid
Loyalty	Y 1.2	0.864	0.088	0,000	Valid
	Y 1.3	0.894	0.088	0,000	Valid
Customer	Z 1.1	0.895	0.088	0,000	Valid
Satisfaction	Z 1.2	0.891	0.088	0,000	Valid
	Z 1.3	0.912	0.088	0,000	Valid

Table 1 shows that each research indicator in all variables has a significance value of less than 5% and it can be seen that r count ≥ r table so that the questionnaire can be used as a measuring tool because it is proven to be valid.

b. Test Reliability

Reliability testing is used to measure the consistency of respondents' answers to the questionnaire when used repeatedly. Reliability testing is conducted using Cronbach's Alpha (α) using SPSS software. A variable is declared reliable if the Cronbach's Alpha (α) value is ≥ 0.6 (Ghozali, 2016:47).

Table 2. Results Test Reliability

Variables	Alpha	Information	
		Croncbach Alpha	Information
Price	0.891	0.6	Reliable
Brand Ambassador	0.887	0.6	Reliable
Customer Experience	0.921	0.6	Reliable
Customer Loyalty	0.868	0.6	Reliable
Customer Satisfaction	0.881	0.6	Reliable

Table 2 shows the reliability test value of each variable. mark Cronbach's Alpha ≥ 0.6, so that questionnaire in study this is reliable and worthy used as instrument data collection.

Evaluation Outer Model or Measurement Model

a. Convergent Validity

Table 3. Results Convergent Validity Test

Item	Outer Loading	Information
X1.1	0.887	Valid
X1.2	0.872	Valid
X1.3	0.837	Valid
X1.4	0.880	Valid
X2.1	0.867	Valid
X2.2	0.859	Valid
X2.3	0.854	Valid
X2.4	0.878	Valid
X3.1	0.878	Valid
X3.2	0.871	Valid
X3.3	0.871	Valid
X3.4	0.866	Valid
X3.5	0.871	Valid
Z1.1	0.894	Valid
Z1.2	0.890	Valid
Z1.3	0.913	Valid
Y1.1	0.910	Valid
Y1.2	0.865	Valid
Y1.3	0.893	Valid

Table 3 shows that all outer loading values are above 0.70, which means that all indicators are valid. According to Hair et al. (2021),

mark on 0.70 indicates correlation strong between indicators with construct.

b. Discriminant Validity

The cross-loading results in Table 4 show that each indicator has loading to construct origin compared to with other constructs.

Table 4. Results Mark Cross Loading

	X1.	X2.	X3.	Y1.	Z1.
X1.1	**0.887**	0.757	0.798	0.784	0.792
X1.2	**0.872**	0.835	0.857	0.838	0.835
X1.3	**0.837**	0.767	0.797	0.770	0.778
X1.4	**0.880**	0.776	0.811	0.796	0.808
X2.1	0.746	**0.867**	0.804	0.772	0.788
X2.2	0.791	**0.859**	0.822	0.806	0.806
X2.3	0.787	**0.854**	0.800	0.814	0.797
X2.4	0.797	**0.878**	0.811	0.802	0.812
X3.1	0.831	0.788	**0.878**	0.825	0.830
X3.2	0.822	0.811	**0.871**	0.801	0.826
X3.3	0.827	0.830	**0.871**	0.800	0.837
X3.4	0.807	0.820	**0.866**	0.804	0.819
X3.5	0.807	0.829	**0.871**	0.784	0.817
Y1.1	0.837	0.828	0.813	**0.910**	0.824
Y1.2	0.797	0.833	0.824	**0.865**	0.827
Y1.3	0.816	0.805	0.823	**0.893**	0.782
Z1.1	0.828	0.833	0.845	0.796	**0.894**
Z1.2	0.816	0.830	0.851	0.826	**0.890**
Z1.3	0.852	0.836	0.861	0.838	**0.913**

Based on Table 4, it can be seen that all outer loading values on the indicators of all variables are above 0.7, which means that all indicators are considered valid.

c. Composite Reliability

Table 5 Results Mark Composite Reliability

Variables	Composite Reliability	Information
Price	0.932	Reliable
Brand Ambassador	0.917	Reliable
Customer Experience	0.914	Reliable
Customer Loyalty	0.906	Reliable
Customer Satisfaction	0.943	Reliable

Mark Composite Reliability on Table 5 all of it in on 0.90. This means that every construct own consistency internal Which very Good. According to Hair et al. (2021), mark Composite Reliability ≥ 0.70 Already fulfil condition, and mark ≥ 0.90 indicates very high reliability.

Evaluation Inner Model
a. Coefficient Determination (R^2)

Table 6. Results Mark Coefficient Determination (R^2)

	R-square	R-square adjusted
Customer Loyalty	0.895	0.895
Customer Satisfaction	0.917	0.917

Results on table 6 show R^2 For Customer Loyalty of 0.895 (89.5%) and for Customer Satisfaction as big as 0.917 (91.7%) Which means the model has strong predictive capabilities.

b. Effect Size (f^2)

Table 7. Results Mark Effect Size (f^2)

Variables	Customer Loyalty	Customer Satisfaction
Price	0.109	0.079
Brand Ambassador	0.162	0.105
Customer Experience	0.011	0.200
Customer Loyalty		
Customer Satisfaction	0.010	

The Effect Size (f²) value in the matrix above shows the variation in the strength of influence between variables. Customer Experience on Customer Loyalty (0.011) and Customer Loyalty on Customer Satisfaction (0.010) have very small effects, indicating that the influence of both relationships can be practically ignored. Price on Customer Satisfaction (0.079) and Brand Ambassador on Customer Satisfaction (0.105) have small effects. Price on Customer Loyalty (0.109) is in the small influence category, but approaching the moderate limit. Brand Ambassador on Customer Loyalty (0.162) and Customer Experience on Customer Satisfaction (0.200) have medium effects, indicating that both relationships have a significant contribution.

c. Predictive Relevance (Q^2)

Results calculation Q^2 use formula Stone Geisser Q Square Test:

Q Square = $1-[(1-R^2) \times (1-R^2)]$

$= 1-[(1-0.895) \times (1- 0.917)] = 0.911$

Q^2 calculation yielded a value of 0.911. This indicates that the model has very high predictive relevance because the Q² value is > 0 and close to 1, indicating very strong predictive ability (Hair et al., 2021).

Test Hypothesis
a. Testing Influence Direct

Table 8. Results Hypothesis Testing Direct

Variables	Original Sample(O)	T Statistics	P Values
X1. -> Y1.	0.331	5,547	0.000
X1. -> Z1.	0.242	5,912	0.000
X2. -> Y1.	0.397	8,443	0.000
X2. -> Z1.	0.271	6,713	0.000
X3. -> Y1.	0.133	1,973	0.000

X3. -> Z1.	0.467	9,222	0.000
Z1. -> Y1.	0.113	2,013	0.000

Based on Table 8, the results of the direct influence because the p value is < 0.05 and > 1.96 can be explained as follows:

1) Price has a positive and significant effect on Customer Loyalty.

2) Price has a positive and significant effect on Customer Satisfaction.

3) Brand Ambassador has a positive and significant influence on Customer Loyalty.

4) Brand Ambassador has a positive and significant influence on Customer Satisfaction.

5) Customer Experience has a positive and significant impact on Customer Loyalty.

6) Customer Experience has a positive and significant effect on Customer Satisfaction.

7) Customer Satisfaction has a positive and significant effect on Customer Loyalty.

b. Testing Influence Indirect

Table 9. Results Testing Influence Indirect

Variables	Original Sample(O)	T Statistics	P Values
X1-Z- Y	0.027	1,922	0.055
X2-Z- Y	0.030	1,951	0.052
X3-Z- Y	0.053	1,924	0.055

Based on Table 9, the results of the indirect influence test between variables can be explained as follows:

1) Customer Satisfaction does not significantly mediate the relationship between Price and Customer Loyalty.

2) Customer Satisfaction does not significantly mediate the relationship between Brand Ambassador and Customer Loyalty.

3) Customer Satisfaction does not significantly mediate the relationship between Customer Experience and Customer Loyalty.

Discussion of Research Results

a. Influence Price on Customer Satisfaction

The results of the study show that price has a significant effect on customer satisfaction, where the path coefficient value confirms that price can increase the satisfaction of Umrah pilgrim alumni in Persada Indonesia. Results study This in line with study Juliono et al. (2022) shows that price has a positive and significant effect on customer satisfaction.

b. The Influence of Brand Ambassador on Customer Satisfaction

The results of the study show that brand ambassador has a significant influence. to customer satisfaction, in where mark path coefficient confirms that the brand image perceived by Umrah pilgrim alumni at Persada Indonesia is followed by increased customer satisfaction. study This consistent with findings of Azizah

& Ahmad (2021) and Juliono et al. (2022) which states that it has a positive and significant influence on customer satisfaction. As communicators, brand ambassadors must be attractive to their consumers.

c. Influence Customer Experience on Customer Satisfaction

The results of the study show that customer experience has a significant effect on customer satisfaction, where the path coefficient value confirms that the congregation's experience has an effect on increasing customer satisfaction. satisfaction. Results study This consistent with findings Ekanayake & Karunarathne (2021) who state that experience customer can increase satisfaction so that build connection. With respondents from 22 provinces across Indonesia dominating the survey, this will enrich the interaction between the congregation and other alumni of Persada Indonesia, thereby strengthening their satisfaction and encouraging them to continue choosing Persada Indonesia for their Umrah pilgrimage.

d. Influence Price on Customer Loyalty

Results study show that price has a significant impact on customer loyalty, where the path coefficient value confirms that the congregation's experience has an influence on increasing loyalty. Results study This in line with study Hardian (2021) The results show that price has a positive and significant effect on customer loyalty. Price not only influences the satisfaction of Persada Indonesia alumni but also has a direct effect on customer loyalty.

e. The Influence of Brand Ambassadors on Customer Loyalty

The results of the study show that brand ambassador has a significant influence. to customer loyalty, in where mark path coefficient confirms that the brand image perceived by Umrah pilgrim alumni at Persada Indonesia is followed by increased customer loyalty. study This consistent with Azizah & Ahmad (2021) found that brand ambassadors have a positive and significant influence on customer loyalty. As communicators, brand ambassadors must appeal to consumers. An attractive appearance and in-depth product knowledge can create a positive impression.

f. Influence Customer Experience on Customer Loyalty

The research results show that customer experience has a significant effect on customer loyalty, where the path coefficient value indicates that the improved customer experience felt by Persada Indonesia alumni congregations strengthens customer loyalty. study This consistent with Wardhana's (2019) findings state that positive memories can benefit the company and enable customers to share their experiences with others to also use its services so that the greater the customer experience felt by Persada Indonesia's Umrah pilgrims, the greater the level of satisfaction felt so that the pilgrims will remain loyal to Persada Indonesia.

g. Influence Customer Satisfaction on Customer Loyalty

The results of the study show that customer satisfaction has a significant effect on customer loyalty, where the path coefficient value indicates that an increase in customer satisfaction is followed by an increase in customer loyalty. The results study This in line with study Which done by Juliono (2022) who state that satisfaction customer own influence positive and significant to loyalty customer satisfaction which felt customer in term long will give contribution positive for company in form Loyalty. Satisfied

customers then demonstrate satisfaction with their purchases, ultimately resulting in increased loyalty.

h. The Influence of Price on Customer Loyalty Through Customer Satisfaction

The results of the indirect influence test show that price has not significant to customer loyalty through customer satisfaction. These findings indicate that satisfaction is not the primary psychological pathway explaining how price perception shapes long-term customer loyalty in the context of this study. These results is in line with Sujana & Yusni (2024) that price has not significant to customer loyalty through customer satisfaction.

i. The Influence of Brand Ambassadors on Customer Loyalty Through Customer Satisfaction

The results of the indirect effect test indicate that brand ambassadors has not significant effect on customer loyalty through customer satisfaction. This finding indicates that the influence of brand ambassadors in shaping customer loyalty does not necessarily have to be preceded by the formation of satisfaction. These results align with research by Dwivedi et al. (2023), which found that in the context of celebrity endorsements, emotional attachment and self-congruence between consumers and ambassadors are stronger mediators than satisfaction in building brand loyalty.

j. Influence Customer Experience on Customer Loyalty Through Customer Satisfaction

Results testing that Customer experience has not significant influence customer loyalty through customer satisfaction. This finding has important theoretical implications: superior customer experience can build loyalty through other, more direct and powerful factors, beyond the cognitive and evaluative mechanisms represented by satisfaction. These results are consistent with recent research advocating an experience marketing approach and a service-based, dominant logic. This result is in line with Verginia et al (2024) that Customer experience has not significant influence customer loyalty through customer satisfaction.

CONCLUSION

Based on the results of the discussion, the following conclusions were obtained:

a. Price (X1) is proven to have a significant influence on Customer Satisfaction (Z).

b. Brand Ambassador (X2) has a significant influence on Customer Satisfaction (Z).

c. Customer Experience (X3) has a significant effect on Customer Satisfaction (Z).

d. Price (X1) has a significant effect on Customer Loyalty (Y).

e. Brand Ambassador (X2) has a significant influence on Customer Loyalty (Y).

f. Customer Experience (X3) has a significant effect on Customer Loyalty (Y).

g. Customer Satisfaction (Z) has a significant effect on Customer Loyalty (Y).

h. Customer Satisfaction (Z) does not significantly mediate the relationship between Price (X1) and Customer Loyalty (Y).

i. Customer Satisfaction (Z) does not significantly mediate the relationship between Brand Ambassador (X2) and Customer Loyalty (Y).

j. Customer Satisfaction (Z) does not significantly mediate the relationship between Customer Experience (X3) and Customer Loyalty (Y).

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