

The Effect Of Brand Image, Service Excellence, And Promotion On Visitor Satisfaction And Loyalty Jember Mini Zoo

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Abstract

This study was conducted to see and examine the effect of Brand Image, Service Excellence, and Promotion on Visitor Satisfaction and Loyalty of Jember Mini Zoo. This research was conducted at Jember Mini Zoo. The data collection technique used is by distributing questionnaires. The type of data in the study is quantitative data. Sampling was carried out using non-probability sampling techniques through a purposive sampling approach with consideration in this study, namely respondents who had visited and made purchases at Jember Mini Zoo at least once, this study used a sample of 150 respondents with a minimum age of 18 years, this criterion was chosen because the respondent was at least 18 years old with the meaning that at that age the respondent was mature enough to answer the research questionnaire properly and the respondent as a purchasing decision maker. The analytical tool used in this research is Structural Equation Modelling (SEM) with Analysis of Moment Structures (AMOS). The results showed that Brand Image has a significant effect on Satisfaction, Service Excellence has a significant effect on Satisfaction, Promotion has a significant effect on Satisfaction, Brand Image has a significant effect on Loyalty, Service Excellence has a significant effect on Loyalty, Promotion has a significant effect on Loyalty.

Keywords: Brand Image, Service Excellence, Promotion, Satisfaction, and Loyalty

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I. Introduction

Jember is the third most populous district in East Java after Surabaya City and Malang Regency. Jember has many diverse tourism potentials that have an impact on the number of domestic tourist visits which grew 25.5%. from 400,444 to 502,538 from 2022 to 2023 (BPS, 2023). The increase in the number of domestic tourist visits is due to the emergence of new destinations in the city of Jember. One of them is Jember Mini Zoo, which emerged during the pandemic in 2021, which carries the concept of educational and recreational tourism where visitors can see various animal collections in conservation facilities. Various interesting rides available at Jember Mini Zoo include an archery area, swimming pool, café, water rickshaw, cat house, food court, cat house, and flower garden, supported by various complete facilities such as a mosque, hall, family gathering, parking, lactation room, and toilet. However, throughout this 3-year journey, the number of visitors to Jember Mini Zoo still fluctuates even though the manager has taken various efforts so that the number of visitors can increase regularly every month, for example by selling four ticket variants namely Regular, Sulcata, Macaw, and Gecko, refreshing the appearance of the flower garden spot, adding animal collections, building swimming pool rides, outbound areas, family gathering areas, food court areas, cat houses, adding playgrounds, sanitation and toilets, providing friendly, good, fast, swift, communicative, attractive-looking services, and aggressively conducting offline and online promotions. The strategic location of Jember Mini Zoo in urban areas and supported by easy access to modes of transportation to get there, also does not guarantee that the number of visitors to Jember Mini Zoo can increase every month, even though currently the number of tourist attractions that move similarly to Jember Mini Zoo has numbered 3 places, and the emergence of new tours in the city of Jember also has the opportunity to become a threatening competitor if the number of visitors still fluctuates. At the beginning of its opening in June 2021 when everyone was doing various activities from home the number of tickets sold reached its peak position at 809 sheets, but in July 2021 it immediately decreased dramatically to 81 sheets due to the emergence of the Covid Delta outbreak, then ticket sales fluctuated until the end of the year but never penetrated as much as sales in June. In 2022 ticket sales reached their highest level at 2000 pieces in May, which at that time coincided with the holiday after Eid al-Fitr with limited health protocol policies. Then ticket sales in 2022 fluctuated again until the end of the year but never broke through again as much as the sales in May. The highest peak of ticket sales in 2023 occurred in April at 11,570 pieces coinciding with the holiday after Eid al-Fitr coupled with the absence of health protocol policies. Until the end of the year, ticket sales fluctuated again without ever breaking through again like sales in April. Visitors are assets that can

provide benefits for Jember Mini Zoo so they must be served professionally and perfectly through the creation of a good *Brand Image*, providing reliable *Service Excellence*, and making attractive promotions in the hope of creating a feeling of satisfaction and loyalty in the minds of visitors. Research related to tourist destinations in particular around Jember mostly discusses promotion and service quality (Hasarudin, 2014), research related to *Brand Image* and *Service Excellence*, especially in several tourist destinations in Jember Regency has not been done much because potential visitors focus more on promotion and advertising when they want to know the description of tourist attractions before they visit. The aspects of *Brand Image* and *Service Excellence* are also important to research because according to (Yulisetiari and Prahasta, 2019) a good *Brand Image* in the minds of visitors will increase the number of new visitors and the more satisfied visitors. Tourism providers also need to pay attention to a superior image because the image is an impression of perception so that it can be accepted by tourists (Suryaningsih, 2023).

II. Literature Review

Brand Image

Kotler and Keller (2016: 330) argue that *Brand Image* is the perception and belief of consumers about a brand as a reflection of the associations that exist in the minds of visitors. Tourism service providers need to pay attention to a superior image because the image is a perceptual impression so that it can be accepted by tourists (Suryaningsih, 2023). A good *brand image* in the minds of visitors will increase the number of new visitors and the more satisfied visitors (Yulisetiari and Prahasta, 2019). According to Kotler & Keller (2016: 349) *Brand Image* has four indicators, namely *Personality*, *Reputation*, *Value*, and *Corporate Identity*. Nguyen and Leblanc (2002: 245) add *brand image* indicators including *Corporate Identity*, *Physical Environment*, *Contact Personnel*, *Service Offering*, *Corporate Individuality*. A good brand image helps realise brand loyalty, so that the brand can develop into a strong brand in the market (Dennisa and Santoso, 2016). According to Lupiyoadi (2009: 13) companies engaged in services try to show *their image*, because with a good *image* it adds value to the company and also makes consumers happy and at home if the conditions of the company's premises really provide a comfortable atmosphere.

Service Excellence

According to Barata (2004: 27) *Service Excellence* is a concern for consumers by providing the best service to facilitate the ease of meeting needs and realising satisfaction, so that they are always loyal to the organisation. Barata (2004:31) added that *Service Excellence* consists of 6 main elements, including: ability (*Ability*), attitude (*Attitude*), appearance (*Appearance*), attention (*Attention*), action (*Action*), and responsibility (*Accountability*).

Promotion

Promotion is a form of marketing communication, which is a marketing activity that seeks to disseminate information, influence, persuade and or remind the target market of the company and its products so that consumers are willing to accept, buy, and be loyal to the products offered by the company (Tjiptono, 2014: 229). According to Kismono (2001: 374) the promotion mix consists of six variables, namely: *Advertising*, *Personal selling*, *Word of mouth*, *Public relations*, *Publicity*, and *Sales promotion*.

Satisfaction

Satisfaction is a feeling of pleasure or disappointment that a person feels towards goods / services after comparing the results thought to the expected performance (results) (Kotler and Armstrong, 2013: 150). Visitor satisfaction is an emotional response felt by consumers on the evaluation of a service consumed, consumers who achieve further satisfaction will be loyal to the product (Tjiptono, 2008: 349). Visitors who are satisfied with a particular product or brand, tend to make return visits to the same product or brand and will inform pleasant experiences to others (Yulisetiari, 2013). Ensuring tourist satisfaction is an important issue in determining the long-term success of a tourist destination so that in the future it can also bring benefits to various tourism stakeholders Hariani *et al.* (Suryaningsih *et al.*, 2013), (Suryaningsih *et al.*, 2023). According to Tjiptono (2011: 453) Indicators of customer satisfaction according to can be measured through: *Overall Satisfaction*, namely the feeling of satisfaction with the services received as a whole, *Confirmation Of Expectation*, namely consumer expectations in accordance with the services received, *Comparison To Ideal*, namely the comparison of satisfaction with the services received by customers compared to other services. Indicators of customer satisfaction can also be measured through a sense of liking to visit a destination (Aliman *et al.*, 2014), and convenience (Sabarguna, 2008: 13).

Loyalty

Loyalty is a deeply held commitment to repurchase a product or service in the future and will not be influenced by situations and marketing efforts that have the potential to cause visitors to switch to other products or services (Kotler and Keller, 2009: 138). According to Yulisetiari and Mawarni (2021) indicators of visitor loyalty can be measured through saying positive things about the company, namely customers giving good testimonials after making a visit, recommending the company to someone who seeks advice, namely customers recommending the closest person to visit, continuing purchasing (doing more business with the company), namely customers making repeat visits. Other indicators related to loyalty are also conveyed by Wedarini (2012), namely visitors considering the selected product as the first choice and the opinion of Kotler & Keller (2016: 57) that visitors cannot be influenced by competitors to move (*retention*).

Satisfaction

Every tourist attraction manager must be able to improve the *Brand Image* given to visitors because *Brand Image* can increase visitor satisfaction at a tourist attraction (Martina, 2018). Tu *et al.*, (2012) in their research stated that *Brand Image* has been assessed as an important factor in determining the satisfaction of Starbucks coffee visitors in Taiwan. In line with research conducted by Chi & Qu (2008) states that *Brand Image* affects tourist satisfaction in the state of Arkansas - Eureka Springs. Lahap *et al.*, (2016) also said that *Brand Image* has a significant positive effect on guest satisfaction in the Malaysian hospitality industry. Likewise, research conducted by Yulisetiari *et al.*, (2022), Yulisetiari & Handriyono (2022) Yulisetiari & Marwani (2021), Yulisetiari *et al.*, (2018), Dewi & Sukesri (2022), Sanosra *et al.*, (2022), Subhan and Iswati (2022), Yulisetiari & Prahasta (2019), Lin & Yin (2020), Asy'ari (2021), Ardiani *et al.*, (2021), Murti & Dikto (2020), Asnawi *et al.*, (2019), Vasilic (2018), Martina (2018) state that *Brand Image* affects satisfaction. However, the results of this research contradict the findings of Rofiq *et al.*, (2020) which states that *Brand Image* partially has no significant effect on Kaliwatu visitor satisfaction. This is because visitors prioritise quality at the location compared to initial expectations and for respondents who visit there for the first time, they have no clues and views about Kaliwatu. This finding is also reinforced by Kurniawan and Hidayanti (2019), Gunardi and Erdiansyah (2019), Tangguh *et al.* (2018), Sangkaeng *et al.*, (2015) in their research also refute that *Brand Image* partially has no significant effect on Satisfaction, so the hypothesis in this study is:
H₁: Brand Images partially have a significant effect on Satisfaction Visitors to Jember Mini Zoo

The effect of Service Excellence on Satisfaction

According to Ruslan (2005: 274) also said that *Service Excellence* is related to services carried out by companies in an effort to provide a sense of satisfaction and foster customer trust. Excellent service is identified as a form of attitude approach related to concern for customers, an effort to serve with the best actions and there is a goal to satisfy customers with orientation to certain service standards (Barata, 2004: 26). According to Hasibuan (2002: 150), good forms of excellent service are services that are carried out in a friendly, fast, precise, and comfortable manner so as to fulfil satisfaction. This is in line with research conducted by Sakti *et al.*, (2021) which states that *Service Excellence* has a significant effect on visitor satisfaction at Cimory Riverside Restaurant. The research is reinforced by findings from Elfis (2019), Sebayang (2019), Aziz (2013), Kartikasari & Syafitri (2017), Shantarimadio (2010), Matthias *et al.* (2010), Wahyu (2010) which states that *Service Excellence* has a positive and significant effect on satisfaction. Etori and Rosha (2021) provide different research results, namely *Service Excellence* has no effect on Satisfaction, so the hypothesis in this study is:
H₂: *Service Excellence* partially has a significant effect on Visitor Satisfaction Jember Mini Zoo

The effect of promotion on satisfaction

Shimp (2006: 252) argues that fisheries provide information about brands, product attributes, benefits, and the potential of the brand will fulfil visitor satisfaction. Advertising as one of the marketing strategies in order to be able to dominate the target market must first provide consumer satisfaction with a product produced (Djakfar, 2012: 165). According to Yulisetiari & Handriyono (2022) promotion has a significant effect on satisfaction. This is supported by research conducted by Danish (2019), Kurniawan and Hidayanti (2019) and Azazi *et al.*, (2019), Wicaksana and Nurhayati (2019), Irwinsyah & Nurlatif (2020), Azazi *et al.*, (2019), Yulisetiari *et al.*, (2013), Septiani (2020), Khraim (2011), Khan *et al.*, (2012), Hutabarat *et al.*, (2020), Novianti *et al.*, (2018), Sari & Lestariningsih (2021), Widyaningsih *et al.*, (2020), Wahyudi & Yusra (2021), Bahar *et al.*, (2020), Aprileny *et al.*, (2021), Azliansyah (2020) which states that promotion has a significant effect on satisfaction, because according to Wang *et al.*, (2017). However, Nursaidah *et al.*, (2022), Siregar *et al.*, (2022), Dewi & Johannes (2021), Rahayu *et al.*, (2019), Diansyah and Putera (2017), Gulla *et al.*, (2015), Haryanto (2013) which states that promotion has no effect on satisfaction, so the hypothesis in this study is:
H₃: *Promotion* partially has a significant effect on Visitor Satisfaction Jember Mini Zoo

The effect of *Brand Image* on Loyalty

A good *brand image* helps realise brand loyalty, so that the brand can develop into a strong brand in the market (Dennisa and Santoso, 2016). Research conducted by Kandampully (2023) states that *Brand Image* is considered an important factor in determining the Loyalty of Mauritius hotel visitors, where a good image in the eyes of visitors will lead to loyalty. In line with the findings of Maulyan *et al.*, (2022), Cuesta (2022), Dewi & Sukesu (2022), Yulisetiari & Marwani (2021) Sulistiawati & Kurnia (2021), Ardiani *et al.* (2020), Lin & Yin (2020), Widyaningsih *et al.*, (2020), Murti & Dikto (2020), Raswati *et al.*, (2018), Vasilic (2018), Tu *et al.*, (2012), Wu (2011), Ogba *et al.*, (2009), Hung (2008), Chi & Qu (2008), Johnson (2001), Selnes (1993) state that *Brand Image* has a significant effect on Loyalty. However, the results of this research contradict the findings of Wijayani & Prambudi (2020), Kurniawan and Hildayanti (2019), Caroline and Brahmana (2018), Zhang (2014) which state that *Brand Image* has no effect on loyalty. Cholifah & AS (2023), Sanosra *et al.*, (2022), Narotama (2019), Jalees *et al.*, (2015), Asnawi *et al.* (2019), so the hypothesis in this study is:
H₄: *Brand Image* partially has a significant effect on Jember Mini Zoo Visitor Loyalty.

The effect of *Service Excellence* on Loyalty

According to Tjiptono and Chandra (2012: 119), if visitors feel valued and get good service, it will increase consumer loyalty so that personal satisfaction for employees will be created and the continuity of the company is guaranteed. According to Rahmayanty (2013: 12) one of the goals of *Service Excellence* is to retain customers to remain loyal to use the goods or services offered. Research that strengthens evidence of the influence of *Service Excellence* on Loyalty is found in the research of Maulyan *et al.*, (2022), Bilgah (2019), Yanti and Sutrisna (2018), Kartikasari & Syafitri (2017), Matthias *et al.* (2010), Elfis *et al.*, (2019), Yanti *et al.*, (2018), However, Hapsari *et al.*, (2015), Etori and Rosha (2021) revealed that *Service Excellence* has no effect on Loyalty.
H₅: *Service Excellence* partially has a significant effect on Visitor Loyalty Jember Mini Zoo

The effect of promotion on loyalty

Research conducted by Yulisetiari & Handriyono (2022) shows that promotion has an effect on loyalty. Likewise, research conducted by Danish (2019), Lai & Vinh (2013), Irwinsyah & Nurlatifah (2020), Novianti *et al.* (2018), Cardia *et al.* (2019), Hutabarat *et al.* (2020), Dewi & Johannes (2021), Sari & Lestariningsih (2021), Wicaksana & Nurhayati (2019), Daramola *et al.*, (2014), Cholifah & AS (2023), Widyaningsih *et al.*, (2020), Imelda *et al.*, (2021) stated that Promotion has a significant effect on Loyalty. However, these results are contradicted by the findings of Anggia *et al.*, (2015), Fadli & Rubiyanti (2019), Melnyk & Bijmolt (2015), Diansyah & Median (2017) which reveal that promotion has no significant effect on loyalty, so the hypothesis in this study is:
H₆: *Promotion* partially has a significant effect on Visitor Loyalty Jember Mini Zoo

The effect of satisfaction on loyalty

Loyalty is a deeply held commitment to repurchase a product or service in the future and will not be affected by situations and marketing efforts that have the potential to cause visitors to switch to other products or services (Kotler and Keller, 2009: 138). Tjiptono (2008; 17) states that visitor satisfaction must be accompanied by loyalty. Visitor satisfaction is an emotional response felt by consumers on the evaluation of a service consumed, consumers who achieve further satisfaction will be loyal to the product (Tjiptono, 2008: 349). Yulisetiari and Mawarni (2021) explain that the ultimate goal of the company is to establish relationships with its consumers and to form strong loyalty. Ensuring tourist satisfaction is an important issue in determining the long-term success of a tourist destination so that in the future it can also bring benefits to various tourism stakeholders Hariani *et al.* (Suryaningsih *et al.*, 2023). Research conducted by Yulisetiari *et al.*, (2022) states that satisfaction has a significant effect on loyalty. This is supported by research conducted by Sanosra *et al.*, (2022), Aprileny *et al.*, (2021), Dewi & Johannes (2021), Etori & Rosha (2021), Hariono & Marlina (2021), Iswati & Lestari (2021), Liyani & Yusuf (2021), Fadli & Rubianti (2021), Pratama (2021), Putri *et al.* (2021), Yulisetiari & Mawarni (2021), Windasari *et al.* (2021), Nofindri *et al.* (2021), Rachman *et al.* (2021), Susanti *et al.* (2021), Sulistiawati & Kurnia (2021), Sari (2021), Aprileny *et al.*, (2020), Khafidurrohman *et al.*, (2020), Carvache-Franco *et al.*, (2020), Hidayat & Peridawaty (2020), Muis *et al.*, (2020), Sari *et al.* (2021), Kasih & Moeliono (2020), Gultom (2020), Widyaningsih *et al.*, (2020), Veloso (2020), Lin & Yin (2020), Septiani (2020), Hutabarat *et al.*, (2020), Danish (2019), Wirawan *et al.*, (2019), Thungasal & Siagian (2019), Asnawi *et al.* (2019), Sukdeo (2019), Narotama (2019), Sitio & Ali (2019), Yuniarta (2019), Elfis *et al.*, (2019) Caroline & Brahmana (2018), Priyanto *et al.*, (2018), Novianti *et al.*, (2018), Pandey & Chawla (2018), Vasilic (2018), Kartikasari & Syafitri (2017), Yulisetiari (2016),

Yulisetiari (2014), Yulisetiari (2013), Tu *et al.*, (2012), Molaee (2011), Jahanshahi *et al.*, (2011), Hur *et al.*, (2011), Lai *et al.*, (2009), Chi & Qu (2008), Do Valle *et al.*, (2006), Johnson (2001) who concluded that satisfaction affects loyalty. However, this result is refuted by Sari & Lestariningsih (2021), Wijaya *et al.*, (2020), Hwang, *et al.*, (2019), Supriyadi (2018), Dimiyati and Affandi (2018), Makanyeza & Chikazhe (2017), Dimitriades (2006), Von Wangenheim (2003), Woodruff (1997), Jones (1996), Selnes (1993) who argue that satisfaction has no effect on loyalty, so the hypothesis in this study is:

H₇ : Satisfaction partially has a significant effect on Visitor Loyalty Jember Mini Zoo

The effect of *Brand Image* on Loyalty through Satisfaction

Research that strengthens evidence of the influence of *Brand Image* on Jember Mini Zoo Visitor Loyalty through Satisfaction is found in Dewi and Sukes's research (2022), Sanosra *et al.* (2022), Yulisetiari & Mawarni (2021), Lai *et al.*, (2009), Lin & Yin (2020). Based on the formulation of the problem, research objectives and conceptual framework, theoretical studies and empirical evidence, the hypothesis in this study is:

H₈ : *Brand Image* has a significant effect on Jember Mini Visitor Loyalty Zoo through Satisfaction

The effect of *Service Excellence* on Loyalty through Satisfaction

Research that strengthens evidence of the effect of *Service Excellence* on Jember Mini Zoo Visitor Loyalty through Satisfaction is found in the research of Etori & Rosha (2021), Elfis *et al.*, (2019), Kartikasari and Syafitri (2017), so the hypothesis in this study is:

H₉ : Satisfaction partially has a significant effect on Visitor Loyalty Jember Mini Zoo

The effect of *Promotion* on Loyalty through Satisfaction

Research that strengthens evidence of the effect of *Promotion* on Jember Mini Zoo Visitor Loyalty through Satisfaction is found in the research of Sari *et al.*, (2021), Widyaningsih *et al.*, (2020), , so the hypothesis in this study is :

H₁₀ : Satisfaction partially has a significant effect on Visitor Loyalty Jember Mini Zoo

III. Research Methods

This research includes *explanatory research*, namely research that seeks to explain the influence and relationship between variables through hypothesis testing. The population of this research is all people who visit Jember Mini Zoo. The sampling method in this study uses *non probability sampling*. The sampling technique used is *purposive sampling* based on consideration of the following criteria Respondents who have visited and made purchases at Jember Mini Zoo at least once, are at least 18 years old, and act as purchasing decision makers. The number of indicators in this study were 25 so that the research sample used was $25 \times 6 = 150$ respondents, referring to the opinion of Hair *et al.* (2010) that the sample size is at least 5 to 10 times the number of indicators. The type of data collected based on this research is included in the *cross-section* category which uses an ordinal scale. The data sources used in this study are primary data and secondary data. Primary data in this study comes from the results of *offline* questionnaire distribution. Secondary data in this study comes from the official website of Jember Mini Zoo. This study uses three types of variables, namely *Brand Images* (X_1), *Services Excellence* (X_2), and *Promotion* (X_3) as Exogenous Variables, Loyalty (Y) as an endogenous variable, and Visitor Satisfaction (Z) as an *Intervening Variable*. This study uses a *Likert* scale with a range of 1 to 5. Strongly Agree answer is worth 5, Agree answer is worth 4, Moderately Agree answer is worth 3, Disagree answer is worth 2, and Strongly Disagree answer is worth 1. *Brand Image* variable (X_1) according to Nguyen and Leblanc (2002: 245) and Kotler & Keller (2016: 349) has indicators of *Personality* ($X_{1.1}$), *Reputation* ($X_{1.2}$), *Value* ($X_{1.3}$), *Corporate Identity* ($X_{1.4}$), and *Physical Environment* ($X_{1.5}$). *Services Excellence* variable (X_2) according to Rangkuti (2017: 50) has *Ability* ($X_{2.1}$), *Attitude* ($X_{2.2}$), *Appearance* ($X_{2.3}$), *Attention* ($X_{2.4}$), *Action* ($X_{2.5}$), *Accountability* ($X_{2.6}$). *Promotion* variables according to Kotler and Armstrong (2012: 432) have indicators of *Advertising* ($Z_{1.1}$), *Word of Mouth* ($Z_{1.2}$), *Sales promotion* ($Z_{1.3}$), and *Public relations* ($Z_{1.4}$). *Satisfaction* variable (Z) according to Tjiptono (2011: 453) and Aliman *et al.* (2014) has indicators of *Overall Satisfaction* ($Z_{1.1}$), *Confirmation Of Expectation* ($Z_{1.2}$), *Comparison To Ideal* ($Z_{1.3}$), *Feeling like at tem* ($Z_{1.4}$), and *Comfort* ($Z_{1.5}$). *Loyalty* variable (Y) according to having indicators Wedarini (2012), Kotler & Keller (2016: 57), Yulisetiari and Mawarni (2021), namely *Say positive things about the company* ($Y_{1.1}$), *Recommending the company to someone who seeks advice* ($Y_{1.2}$), *Continue purchasing (doing more business with the company)* ($Y_{1.3}$), *Retention* ($Y_{1.4}$), and *Visitors consider Jember Mini Zoo as the main option* ($Y_{1.5}$). This research uses *Structural Equation Model (SEM)* Analysis.

IV. Research Results

Table 1. Validity and Reliability Test Results

Variables	Indicators	P	CR	Construct Reliability
BrandImage	Personality (X) _{1,1}	***	5,979	0,87 (Reliable)
	Reputation (X) _{1,2}	***	6,071	
	Value (X) _{1,3}	***	4,476	
	Corporate Identity (X) _{1,4}	***	4,653	
	Physical Environment (X) _{1,5}	***		
Service Excellence	Ability (X) _{2,1}	***	4,623	0,8 (Reliable)
	Attitude (X) _{2,2}	***	5,009	
	Appearance (X) _{2,3}	***	5,473	
	Attentio (X) _{2,4}	***	5,542	
	Action (X) _{2,5}	***	5,563	
	Accountability (X) _{2,6}	***		
Promotion	Advertising (X) _{1,1}	***	10,371	0,811 (Reliable)
	Word of Mouth (X) _{1,2}	***	10,187	
	Sales promotion (X) _{1,3}	***	10,193	
	Public relations (X) _{1,4}	***		
Satisfaction	Overall Satisfaction (Z) _{1,1}	***	9,429	0,89 (Reliable)
	Confirmation Of Expectation (Z) _{1,2}	***	8,692	
	Comparison To Ideal (Z) _{1,3}	***	8,701	
	Feelings of love in tem (Z) _{1,4}	***	8,506	
	Comfort (Z) _{1,5}	***		
Loyalty	Say positive things about the company (Y) _{1,1}	***	6,604	0,83 (Reliable)
	Recommending the company to someone who seeks advice (Y) _{1,2}	***	7,738	
	Continue purchasing (doing more business with thecompany) (Y) _{1,3}	***	7,856	
	Retention (Y) _{1,4}	***	8,301	
	Visitors consider Jember Mini Zoo as a top option(Y _{1,5}).	***		

Source: Primary data processed 2024

Based on the test results, all indicators of the Brand Image (X₁), Service Excellence (X₂), Promotion, Satisfaction (Z), and Loyalty (Y) variables are declared valid because the loading factor value ≥ 0.5 and P Value ≤ 0.05 (Hair *et al.*, 2018: 676), while all indicators are reliable because the CR value ≥ 0.7 (Ghozali, 2011: 144).

Classical Assumption Test Results

Normality Test

The results of *normality* testing or *assessment of normality* / *Critical Ratio (CR)* provide a CR value of 1.431 located between $-1.96 \leq CR \leq 1.96$ with a value of α

= 0.05 so it can be said that multivariate data are normally distributed. In addition, the CR values of the indicators are all located between $-1.96 \leq CR \leq 1.96$ so, it can be said that the *univariate* data is normal (Ghozali, 2005: 128).

Outlier Test

The results of the *outliers* test in this study show that the largest *Mahalanobis distance* value is 31.327 This value is still below the *Chi-square* value at a *degree of freedom* of 0.05 in the df =25 table (number of indicators) which is 31.410 so it can be concluded that there are no *multivariate outliers* in this study.

Multicollinearity Test

Based on the test results, the sample correlation matrix is presented where there is no correlation value of more than 0.9 so that it can be said that there is no multicollinearity. Haryono (2016: 252) says that the value So it can be concluded that the determinant of sample covariance matrix = 000 is still acceptable as long as other SEM requirements are met. In this study, there are no other SEM requirements (normally distributed data and no outliers) so there are no multicollinearity and singularity problems in the data analysed.

Model Fit Test Results

Table 2. Model Fit Test Results

No.	Model Fit Criteria	Value Model Fit	Standard	Description
1	<i>X2-chi square</i>	152,701	Expected to be smaller than X ² at df = 150 which is 193.615	<i>Good Fit</i>
2	<i>Significance Probability</i>	0,000	≥ 0,05	<i>Marginal Fit</i>
3	RMSEA	0,003	≤ 0,08	<i>Good Fit</i>
4	GFI	0,985	≥ 0,90	<i>Good Fit</i>
5	AGFI	0,976	≥ 0,90	<i>Good Fit</i>
6	CMIN/DF	2,828	≤ 2.0 or 3	<i>Good Fit</i>
7	TLI	0,973	≥ 0,95	<i>Good Fit</i>
8	CFI	0,961	≥ 0,95	<i>Good Fit</i>

Based on the test results there is a fit between the model and the data

SEM Causality Test Results

Table 3. SEM Causality Test Results

No.	Hypothesis	Path Coefficient	CR	Probability	Description
1	Z ← X1	0,274	2,329	,023	Significant
2	Z ← X2	0,796	4,121	***	Significant
3	Z ← X3	0,451	2,015	,046	Significant
4	Y ← X1	0,415	4,062	***	Significant
5	Y ← X2	0,421	4,897	***	Significant
6	Y ← X3	0,582	2,483	,027	Significant
7	Y ← Z	0,413	4,895	***	Significant

Based on the test results, all Critical Ratio (CR) values have a value of more than 1.96 and all probability values (p-value) are below 0.05 to close to 0, which means that there is a significant influence from all exogenous variables to endogenous variables.

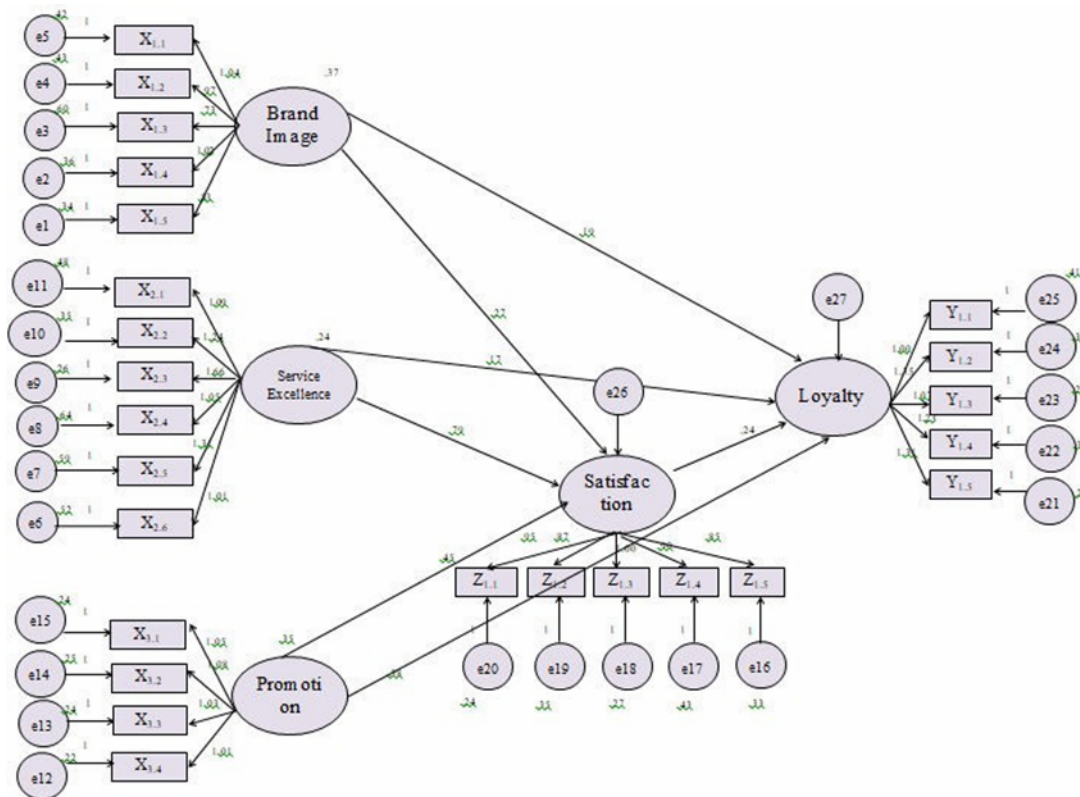


Figure 1 . Equation Model

From the test results, the following equation / model is obtained:

$$Z = 0.27X_1 + 0.79X_2 + 0.45X_3; \text{ Equation 1}$$

$$Y = 0.42X_1 + 0.42X_2 + 0.58X_3 + 0.41Z; \text{ Equation 2}$$

Sobel Test

Based on the calculation of the Sobel test results for *Brand Image* (X_1) on loyalty through satisfaction (Z) of 1.98, *Service Excellence* (X_2) on Loyalty through satisfaction (Z) of 2.88, and *Promotion* on Loyalty (Y) through Satisfaction (Z) of

2.86. The t table value with a significance level of 0.05 is 1.96 so that *Brand Image* (X_1) affects Loyalty through Satisfaction, *Service Excellence* affects Loyalty through Satisfaction, and *Promotion* (X_3) affects Loyalty through Satisfaction.

V. Discussion

The Effect of *Brand Image* (X_1) on Satisfaction (Z)

Based on the results of the analysis, it can be concluded that the first hypothesis (H1) which states that *Brand Image* has a significant effect on Satisfaction can be accepted. The coefficient value shows a positive value, that is, if Jember Mini Zoo is able to present a good *Brand Image*, it will increase visitor satisfaction and vice versa, if Jember Mini Zoo is not able to present a good *Brand Image*, it will reduce visitor satisfaction. The results of the study prove that there is a positive and significant influence between *Brand Image* on Satisfaction. The results of this study are in line with research conducted by Yulisetiarini *et al.*, (2022), Yulisetiarini & Handriyono (2022) Yulisetiarini & Marwani (2021), Yulisetiarini *et al.*, (2018), Lahap *et al.*, (2016), Tu *et al.*, (2012), Chi & Qu (2008), Dewi & Sukesri (2022), Sanosra *et al.*, (2022), Subhan and Sukesri (2022), (2022), Subhan and Iswati (2022), Yulisetiarini & Prahasta (2019), Lin & Yin (2020), Asy'ari (2021), Ardiani *et al.*, (2021), Murti & Dikto (2020), Asnawi *et al.*, (2019), Vasilic (2018), Martina (2018) state that *Brand Image* affects satisfaction.

The Effect of Service Excellence (X₂) on Satisfaction (Z)

Based on the results of the analysis, it can be concluded that the second hypothesis (H2) which states that *Brand Image* has a significant effect on Loyalty is acceptable, meaning that if Jember Mini Zoo is able to present good *Service Excellence*, it will increase visitor satisfaction and vice versa if Jember Mini Zoo is not able to present good *Service Excellence*, it will reduce visitor satisfaction. The results of the study prove that there is a positive and significant influence between *Service Excellence* on Satisfaction. The results of this study are in line with research conducted by Sakti *et al.*, (2021), Elfis (2019), Sebayang (2019), Aziz (2013), Kartikasari & Syafitri (2017), Shantarimadio (2010), Matthias *et al.* (2010), and Wahyu (2010) which state that *Service Excellence* has a significant effect on Satisfaction.

The Effect of Promotion (X₃) on Satisfaction (Z)

Based on the results of the analysis, it can be concluded that the third hypothesis (H3) which states that promotion has a significant effect on satisfaction can be accepted, meaning that if the promotion is attractive, it will increase visitor satisfaction and vice versa if Jember Mini Zoo is unable to make promotion *attractive*, it will reduce visitor satisfaction. The results of this study are supported by research conducted by Danish (2019), Kurniawan and Hildayanti (2019) and Azazi *et al.*, (2019), Wicaksana and Nurhayati (2019), Irwingsyah & Nurlatif (2020), Azazi *et al.*, (2019), Yulisetiari *et al.*, (2013), Septiani (2020), Khraim (2011), Khan *et al.*, (2012), Hutabarat *et al.*, (2020), Novianti *et al.*, (2018), Sari & Lestariningsih (2021), Widyaningsih *et al.*, (2020), Wahyudi & Yusra (2021), Bahar *et al.*, (2020), Aprileny *et al.*, (2021), Azliansyah (2020) which states that promotion has a significant effect on satisfaction, because according to Wang *et al.*, (2017), the tourism sector relies on visitor satisfaction to promote tourist attractions, tourist trips, and tourism facilities.

The Effect of Brand Image (X₁) on Loyalty (Y)

Based on the results of the analysis, it can be concluded that the fourth hypothesis (H1) which states that *Brand Image* has a significant effect on Loyalty can be accepted. The coefficient value shows a positive value, that is, if Jember Mini Zoo is able to present a good *Brand Image*, it will increase visitor loyalty and vice versa, if Jember Mini Zoo is not able to present a good *Brand Image*, it will reduce visitor loyalty. The results of the study prove a positive and significant influence between *Brand Image* on Loyalty. The results of this study are in line with research conducted by Kandampully (2023), Maulyan *et al.*, (2022), Cuesta (2022), Dewi & Sukesri (2022), Yulisetiari *et al.* & Marwani (2021) Sulistiawati & Kurnia (2021), Ardiani *et al.* (2020), Lin & Yin (2020), Widyaningsih *et al.*, (2020), Murti & Dikto (2020), Raswati *et al.*, (2018), Vasilic (2018), Tu *et al.*, (2012), Wu (2011), Ogba *et al.*, (2009), Hung (2008), Chi & Qu (2008), Johnson (2001), Selnes (1993) state that *Brand Image* has a significant effect on Loyalty.

The Effect of Service Excellence (X₂) on Loyalty (Y)

Based on the results of the analysis, it can be concluded that the fifth hypothesis (H5) which states that *Brand Image* has a significant effect on Loyalty can be accepted, meaning that if Jember Mini Zoo is able to present good *Service Excellence*, it will increase visitor loyalty and vice versa if Jember Mini Zoo is not able to present good *Service Excellence*, it will reduce visitor loyalty. The results of this study are in line with research conducted by Maulyan *et al.*, (2022), Bilgah (2019), Yanti and Sutrisna (2018), Kartikasari & Syafitri (2017), Matthias *et al.* (2010), Wahyuningsih *et al.*, (2013), Elvis *et al.*, (2019), Yanti *et al.*, (2021), but Hapsari *et al.*, (2015), Etori and Rosha (2021) *Service Excellence* has a significant effect on Loyalty.

The Effect of Promotion (X₃) on Loyalty (Y)

Based on the results of the analysis, it can be concluded that the sixth hypothesis (H6) which states that Promotion has a significant effect on Loyalty can be accepted, meaning that if Promotion is attractive, it will increase visitor loyalty and vice versa if Jember Mini Zoo is unable to make Promotion *attractive*, it will reduce visitor loyalty. The results of the study prove a positive and significant influence between Promotion on Loyalty. The results of this study are in line with research conducted by Yulisetiari & Handriyono (2022), Yulisetiari *et al.* (2021), Danish (2019), Lai & Vinh (2013), Irwingsyah & Nurlatifah (2020), Novianti *et al.* (2018), Cardia *et al.*, (2019), Hutabarat *et al.*, (2020), Dewi & Johannes (2021), Sari & Lestariningsih (2021), Wicaksana & Nurhayati (2019), Daramola *et al.*, (2014), Cholifah & AS (2023), Widyaningsih *et al.*, (2020), Imelda *et al.*, (2021) stated that promotion has a significant effect on loyalty.

The Effect of Satisfaction (Z) on Loyalty (Y)

The results of data analysis show that the satisfaction variable has a significant effect on loyalty. Based on the results of the analysis, it can be concluded that the seventh hypothesis which states that satisfaction has a significant effect on loyalty. Research conducted by Yulisetiari *et al.*, (2022) states that satisfaction has a significant effect on loyalty. This is supported by research conducted by Sanosra *et al.* (2022), Aprileny *et al.* (2021), Dewi & Johannes (2021), Etori & Rosha (2021), Hariono & Marlina (2021), Iswati & Lestari (2021), Liyani & Yusuf (2021), Fadli & Rubianti (2021), Pratama (2021), Putri *et al.*, (2021), Yulisetiari & Mawarni (2021), Windasari *et al.* (2021), Nofindri *et al.* (2021), Novianti *et al.* (2018), Rachman *et al.* (2021), Susanti *et al.*, (2021), Sulistiawati & Kurnia (2021), Sari (2021), Aprileny *et al.*, (2020), Khafidurrohman *et al.*, (2020), Carvache-Franco *et al.*, (2020), Hidayat & Peridawaty (2020), Muis *et al.*, (2020), Sari *et al.*, (2020), Kasih & Moeliono (2020), Gultom (2020), Widyaningsih *et al.*, (2020), Veloso (2020), Lin & Yin (2020), Septiani (2020), Hutabarat *et al.*, (2020), Danish (2019), Wirawan *et al.*, (2019), Thungasal & Siagian (2019), Asnawi *et al.* (2019), Sukdeo (2019), Narotama (2019), Sitio & Ali (2019), Yuniarta (2019), Elfis *et al.*, (2019) Caroline & Brahmana (2018), Priyanto *et al.*, (2018), Novianti *et al.*, (2018), Pandey & Chawla (2018), Vasilic (2018), Kartikasari & Syafitri (2017), Yulisetiari (2016), Yulisetiari (2014), Yulisetiari (2013), Tu *et al.*, (2012), Molae (2011), Jahanshahi *et al.*, (2011), Hur *et al.*, (2011), Lai *et al.*, (2009), Chi & Qu (2008), Do Valle *et al.*, (2006), Johnson (2001) which concluded that Satisfaction affects Loyalty

The Effect of Mediating Variables

The results of this study indicate that visitor satisfaction has a significant effect as a mediation between the exogenous variable *Brand Image* on the endogenous variable Loyalty of visitors to Jember Mini Zoo. This research is in line with the findings of Dewi and Sukesu (2022), Sanosra *et al.* (2022), Yulisetiari & Mawarni (2021), Lai *et al.*, (2009), Lin & Yin (2020) which state that *Brand Image* has a significant effect on Loyalty. The results of this study indicate that visitor satisfaction has a significant effect as a mediation between the exogenous variable *Service Excellence* on the endogenous variable Loyalty of Jember Mini Zoo visitors. This research is in line with the findings of Etori & Rosha (2021), Elfis *et al.*, (2019), Kartikasari and Syafitri (2017) *Service Excellence* has a significant effect on Loyalty. The results of this study indicate that visitor satisfaction as a significant effect as mediation between the exogenous variable Promotion on the endogenous variable Loyalty of Jember Mini Zoo visitors. This research is in line with the findings of Sari *et al.*, (2021), Widyaningsih *et al.*, (2020).

VI. Conclusion

1. Brand image has a significant effect on satisfaction
2. Service Excellence has a significant effect on satisfaction
3. Promotion has a significant effect on satisfaction
4. Brand image has a significant effect on loyalty
5. Service Excellence has a significant effect on loyalty
6. Promotion has a significant effect on loyalty
7. satisfaction has a significant effect on loyalty

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