Analyze The Effects Of Customer Experience And Emotional Attachment On Customer Satisfaction, With Brand Trust As A Mediating Variable At PT Multazam Wisata Agung

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Abstract

This study aims to analyze the effects of customer experience and emotional attachment on customer satisfaction, with brand trust as a mediating variable at PT Multazam Wisata Agung. The increasingly competitive Umrah travel industry requires companies not only to provide high-quality services but also to establish emotional relationships and build pilgrims' trust in order to enhance customer satisfaction. This study employed a quantitative approach involving 180 respondents. Data were collected through questionnaires, while data analysis was conducted using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS 4. The results indicate that customer experience has a positive and significant effect on brand trust, with a t-statistic value of 9.290 and a p-value of 0.000. Emotional attachment also has a positive and significant effect on brand trust, with a t-statistic value of 3.684 and a p-value of 0.000. Furthermore, brand trust has a positive and significant effect on customer satisfaction (t-statistic = 4.063; p-value = 0.000). Customer experience and emotional attachment also have positive and significant effects on customer satisfaction, with t-statistic values of 2.250 and 5.332, respectively. The indirect effect analysis confirms that brand trust mediates the relationship between customer experience and customer satisfaction (t-statistic = 2.765; p-value = 0.006), as well as the relationship between emotional attachment and customer satisfaction (t-statistic = 3.665; p-value = 0.000). These findings emphasize that positive service experiences and strong emotional relationships need to be supported by brand trust to enhance pilgrims' satisfaction. Therefore, the company should maintain service consistency, ensure information transparency, and establish sustainable relationships with its customers.

Keywords: Customer Experience, Emotional Attachment, Brand Trust, Customer Satisfaction.

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Introduction

Competition in Indonesia's umrah travel industry has intensified. They must also build an advantage through the quality of the customer experience, emotional bonds, and brand credibility. A company's success is therefore measured not only by the completion of departures and returns, but also by its ability to give pilgrims a sense of security and to meet their expectations. From a services marketing perspective, customer satisfaction is a primary measure of a company's success. Kotler and Keller (2022) describe satisfaction as a feeling of pleasure or disappointment that arises after customers compare perceived performance with their expectations. In umrah services, pilgrims pay in advance for services they experience only months later, so satisfaction encompasses ease of administration, clarity of information, the quality of religious guidance, staff courtesy, and complaint handling.

This satisfaction is shaped by the customer experience. Brakus et al. (2019) state that experience is formed through sensory, affective, intellectual, and behavioral responses to interactions with brand stimuli, while Lemon and Verhoef (2016) view it as the entire journey of interactions before, during, and after purchase. In the umrah context, the experience begins with the search for package information, registration, and manasik (pilgrimage preparation) sessions, continues throughout the journey, and extends to follow-up assistance after pilgrims return home. A mismatch between promised information and the service actually received can cause disappointment, whereas responsive service and transparent communication increase satisfaction.

Experiential marketing is an event that is personal in response to the stimulation provided by the seller/producer. This strategy calls for emotional benefits such as memorable experiences, unique positive experiences, and holistic experiences through all the five senses (Surya et al, 2020)

Beyond experience, emotional attachment plays a role in building long-term relationships. Thomson et al. (2019) define it as a strong emotional bond between a consumer and a brand, and Park et al. (2019) view it as the strength of the link that connects a brand to the consumer's self-concept. This attachment does not form automatically simply because pilgrims are successfully sent to the Holy Land. Pilgrims may have a deeply meaningful spiritual experience yet remain dissatisfied with the company if facilities do not match what was promised or complaints are handled poorly. Spiritual experience and service experience are therefore related but not identical. An image formed through a customer's experiences, information, and assessments can influence how they perceive an organization. (Surya et al., 2024)

Brand trust is also a foundation of this industry because pilgrims entrust both their financial resources and their spiritual needs to the company. Delgado-Ballester (2019) views brand trust as consumers' confidence in a brand's ability to fulfill its promises and serve their interests, and Chaudhuri and Holbrook (2019) link it to consumers' willingness to rely on a brand to perform its promised function. Because the quality of umrah services can only be fully assessed after the journey, the choice of travel agency depends on confidence in its legality, the transparency of information, the certainty of schedules, fund management, and the company's accountability, not only on price and facilities. Surya et al, (2017) The image of destination (destination image) tourism is a belief knowledge about destinations and what is felt by tourists during the tour

PT Multazam Wisata Agung is a company that organizes hajj and umrah travel, and it is expected to maintain pilgrims' trust and satisfaction through professional service. Its main challenge is to ensure that the experience promised in its marketing activities is consistent with the service pilgrims actually receive, from package information, registration, and manasik (pilgrimage preparation) sessions, to departure, services in the Holy Land, and follow-up after pilgrims return to Indonesia.

There may be a gap between pilgrims' expectations and the actual experience during the journey. Umrah operations involve many parties, such as airlines, accommodation providers, local transportation, catering, and religious guides. If coordination among these providers is not optimal, pilgrims may face schedule changes, service delays, or mismatches in facilities, which affect their perceptions and satisfaction. Another phenomenon is emotional attachment. The relationship between the company and pilgrims should not end once departure is completed, yet the relationship between staff and pilgrims may still be transactional. If attention and personal interaction are not consistent, the travel experience does not necessarily build strong emotional attachment, so satisfaction with the journey does not necessarily reflect pilgrims' closeness to the company's brand.

Brand trust is also relevant. Pilgrims decide to purchase based on information about price, facilities, schedules, and guidance, but their confidence in the company's promises is truly tested only when the services are delivered. A gap between promise and realization can reduce trust, whereas consistently fulfilling commitments, providing transparent information, and handling complaints responsibly can strengthen it.

Literature Review

1. Customer Satisfaction

Customer satisfaction is an individual's feeling of pleasure or disappointment resulting from a comparison between the perceived performance of a product and their prior expectations (Kotler and Keller, 2021). Wahyono et al (2024) The word satisfaction or satisfaction comes from static Latin, meaning good enough or factio interpreted as an effort to fulfill something.

2. Customer Experience

Customer experience refers to a customer's subjective, directed, and multidimensional mental response to interactions with an entity providing an experience at specific touchpoints throughout the customer journey. Such responses may encompass feelings, thoughts, physical sensations, social relationships, sensory perceptions, and symbolic meanings (Gahler et al., 2023).

3. Emotional Attachment

Emotional attachment is a strong emotional bond between a consumer and a brand, occurring when the brand becomes part of the consumer's self-concept. Research indicates that brand attachment is linked to a stronger consumer–brand relationship and may be associated with customer satisfaction, commitment, and loyalty (Shimul, 2022).

4. Brand Trust

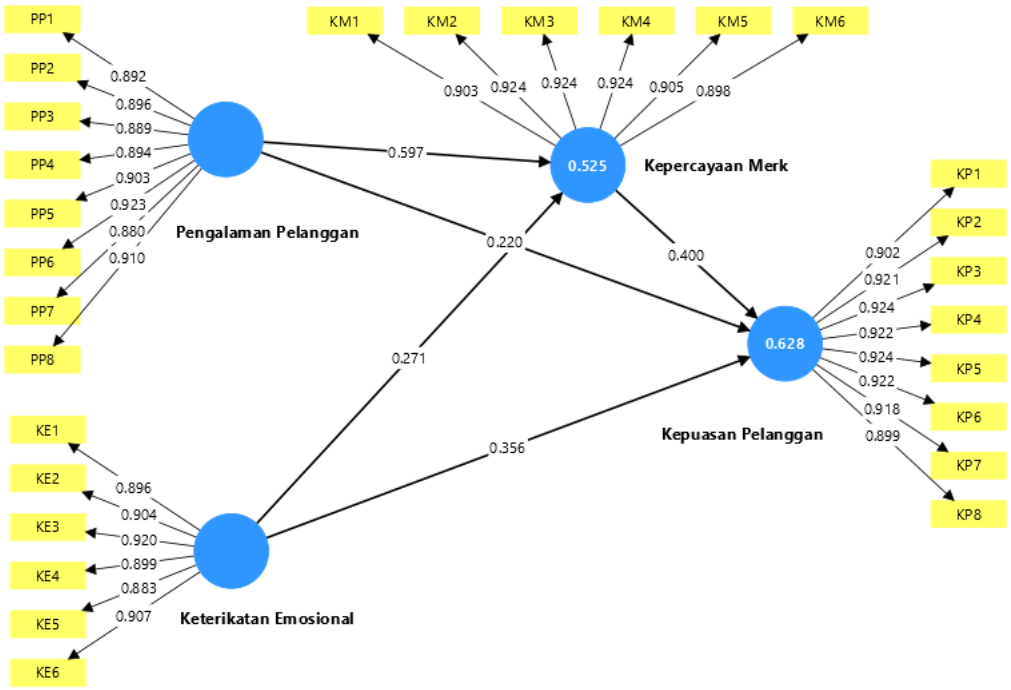
Brand trust is a condition in which one party is willing to rely on the ability, consistency, and honesty of another party in fulfilling an agreement (Nafiastin et al., 2022).

Research Methodology

This study employs a quantitative research approach. According to Sugiyono (2022), the quantitative research method is rooted in the philosophy of positivism; it is used to study a specific population or sample through data collection and quantitative analysis, with the objective of testing predetermined hypotheses. As noted by Creswell and Creswell (2022), a quantitative approach is utilized to statistically examine the relationships between variables. This research applies Partial Least Squares–Structural Equation Modeling (PLS-SEM). Following J. F. Hair et al. (2021), the term "population" refers to the entire set of elements, subjects, or consumers under study—often with an unknown total size—that share specific characteristics. The researcher utilized 10 indicators, resulting in a sample size of 180 customers for this study.

Results

1. Outer Model



Source: SmartPLS 4 Output

Figure 1. Outer Model

The figure above illustrates the measurement model (outer model), which shows the relationships between latent constructs and their reflective indicators.

2. Convergent Validity

To assess construct validity, the outer loading and Average Variance Extracted (AVE) values were analyzed. The complete measurement results are presented in Table 1 below:

Table 1. Outer Loadings

Variable	Outer Loading	Status
Customer Experience (X1)		
PP1	0,892	Valid
PP2	0,896	Valid
PP3	0,889	Valid
PP4	0,894	Valid
PP5	0,903	Valid
PP6	0,923	Valid
PP7	0,880	Valid
PP8	0,910	Valid
Emotional Attachment (X2)		

KE1	0,896	Valid
KE2	0,904	Valid
KE3	0,920	Valid
KE4	0,899	Valid
KE5	0,883	Valid
KE6	0,907	Valid
Brand Trust (Z)		
KM1	0,903	Valid
KM2	0,924	Valid
KM3	0,924	Valid
KM4	0,924	Valid
KM5	0,905	Valid
KM6	0,895	Valid
Kepuasan Pelanggan (Y)		
KP1	0,902	Valid
KP2	0,921	Valid
KP3	0,924	Valid
KP4	0,922	Valid
KP5	0,924	Valid
KP6	0,922	Valid
KP7	0,918	Valid
KP8	0,899	Valid

Source: SmartPLS 4 Output

In general, all indicators have outer loading values greater than 0.50, indicating that the model meets the criteria for convergent validity.

Table 2. Average Variance Extracted

Variable	AVE	Status
Customer Experience	0,807	Valid
Emotional Attachment	0,813	Valid
Brand Trust	0,834	Valid
Customer Satisfaction	0,840	Valid

Source: SmartPLS 4 Output

In general, all AVE values exceed 0.50, indicating that the model meets the criteria for convergent validity.

3. Discriminant Validity

Discriminant validity is assessed to ensure that each variable or construct in the study is genuinely distinct from the other variables or constructs.

Table 3. Fornell–Larcker Criterion

	Brand Trust	Customer Satisfaction	Emotional Attachment	Customer Experience
Brand Trust	**0,917**			
Customer Satisfaction	0,708	**0,913**		
Emotional Attachment	0,446	0,599	**0,902**	
Customer Experience	0,677	0,596	0,293	**0,898**

Source: SmartPLS 4 Output

Based on the discriminant validity assessment using the Fornell–Larcker criterion, the square root of the AVE for each construct is greater than its correlations with the other constructs. Therefore, all constructs in this study meet the discriminant validity criteria.

Table 4. Heterotrait–Monotrait Ratio (HTMT) Test

	Brand Trust	Customer Satisfaction	Emotional Attachment	Customer Experience
Brand Trust				
Customer Satisfaction	0,731			
Emotional Attachment	0,462	0,617		
Customer Experience	0,700	0,613	0,303	

Source: SmartPLS 4 Output

Based on the discriminant validity assessment using the Heterotrait–Monotrait Ratio (HTMT) method, all HTMT values between constructs are below the threshold of 0.90. Thus, all HTMT values meet the established criteria, indicating that the constructs in this study demonstrate good discriminant validity.

4. Reliability Test

Table 5. Reliability Test

Variable	**Cronbach's Alpha**	Composite Reliability (rho_a)	Status
Brand Trust	0,960	0,962	**Reliable**
Customer Satisfaction	0,973	0,973	**Reliable**
Emotional Attachment	0,954	0,958	**Reliable**
Customer Experience	0,966	0,966	**Reliable**

Source: SmartPLS 4 Output

The Cronbach's Alpha and Composite Reliability values for each variable exceed 0.70, indicating that the indicators for each variable have good internal consistency and are therefore considered reliable.

5. Structural Model Evaluation (Inner Model)

Table 6. R-Square Test Results

Variable	R-Square	Adjusted R-Square
Brand Trust	0.525	0.515
Customer Satisfaction	0.628	0.616

Source: SmartPLS 4 Output

The R-Square value for Brand Trust is 0.525, indicating that 52.5% of the variation in Brand Trust can be explained by Customer Experience and Emotional Attachment in the research model. The adjusted R-Square value of 0.515 indicates that, after adjustment for the number of predictors, these variables explain 51.5% of the variation in Brand Trust. Accordingly, the remaining 48.5% is explained by other factors outside the variables included in this study. The R^2 value of 0.515 indicates that the model has a reasonably strong/substantial explanatory capacity for Brand Trust.

The R-Square value for Customer Satisfaction is 0.628, indicating that 62.8% of the variation in Customer Satisfaction can be explained by Customer Experience, Emotional Attachment, and Brand Trust in the research model. Meanwhile, the adjusted R-Square value of 0.616 indicates that, after adjustment for the number of predictors, the model explains 61.6% of the variation in Customer Satisfaction.

6. Hypothesis Testing

a. Direct Effect Test Results

Table 7. Path Coefficient Test Results (Direct Effect)

Variable Relationship	Original Sample	T-Statistics	P-Values	Status
Customer Experience Brand Trust	0,597	9,290	0,000	Positive and significant
Emotional Attachment Brand Trust	0,271	3,684	0,000	Positive and significant
Brand Trust Customer Satisfaction	0,400	4,063	0,000	Positive and significant
Customer Experience Customer Satisfaction	0,220	2,250	0,024	Positive and significant
Emotional Attachment Customer Satisfaction	0,356	5,332	0,000	Positive and significant

Source: SmartPLS 4 Output

Data Interpretation:

1. The Effect of Customer Experience on Brand Trust

The Original Sample value of 0.597 indicates a positive effect. The t-statistic value of 9.290 is greater than 1.66, and the p-value of 0.000 is below 0.05, meaning that H1 is accepted and the effect is significant. This indicates that better customer experience can increase brand trust. Therefore, customer experience has a positive and significant effect on brand trust.

2. The Effect of Emotional Attachment on Brand Trust
   The Original Sample value of 0.271 indicates a positive effect. The t-statistic value of 3.684 is greater than 1.66, and the p-value of 0.000 is below 0.05, meaning that H2 is accepted and the effect is significant. This indicates that stronger emotional attachment can increase brand trust. Therefore, emotional attachment has a positive and significant effect on brand trust.
3. The Effect of Brand Trust on Customer Satisfaction
   The Original Sample value of 0.400 indicates a positive effect. The t-statistic value of 4.063 is greater than 1.66, and the p-value of 0.000 is below 0.05, meaning that H3 is accepted and the effect is significant. This indicates that greater brand trust can increase customer satisfaction. Therefore, brand trust has a positive and significant effect on customer satisfaction.
4. The Effect of Customer Experience on Customer Satisfaction
   The Original Sample value of 0.220 indicates a positive effect. The t-statistic value of 2.250 is greater than 1.66, and the p-value of 0.024 is below 0.05, meaning that H4 is accepted and the effect is significant. This indicates that better customer experience can increase customer satisfaction. Therefore, customer experience has a positive and significant effect on customer satisfaction.
5. The Effect of Emotional Attachment on Customer Satisfaction
   The Original Sample value of 0.356 indicates a positive effect. The t-statistic value of 5.332 is greater than 1.66, and the p-value of 0.000 is below 0.05, meaning that H5 is accepted and the effect is significant. This indicates that stronger emotional attachment can increase customer satisfaction. Therefore, emotional attachment has a positive and significant effect on customer satisfaction.

b. Indirect Effect Test Results

Table 8. Indirect Effect Test Results

Indirect Relationship	Original Sample	T-Statistics	P-Value	Conclusion
Customer Experience → Brand Trust → Customer Satisfaction	0,108	2,765	0,006	Positive and significant
Emotional Attachment → Brand Trust → Customer Satisfaction	0,239	3,668	0,000	Positive and significant

Source: SmartPLS 4 Output

1. The Effect of Customer Experience on Customer Satisfaction through Brand Trust
   The original sample value of 0.108 indicates that the indirect effect of Customer Experience on Customer Satisfaction through Brand Trust is positive. The t-statistic value of 2.765 is greater than 1.66, and the p-value of 0.006 is below 0.05, indicating that the indirect effect is significant. In other words, the higher the level of customer experience, the stronger the brand trust, which subsequently contributes to increased customer satisfaction.
2. The Effect of Emotional Attachment on Customer Satisfaction through Brand Trust

The original sample value of 0.239 indicates that the indirect effect of Emotional Attachment on Customer Satisfaction through Brand Trust is positive. The t-statistic value of 3.665 is greater than 1.66, and the p-value of 0.000 is below 0.05, indicating that the indirect effect is significant. In other words, the stronger the emotional attachment, the stronger the brand trust, which subsequently contributes to increased customer satisfaction.

Discussion of Research Results

1. The Effect of Customer Experience on Brand Trust

The results show that the t-statistic value of 9.290 is greater than 1.66 and the p-value of 0.000 is below 0.05. Therefore, H1 is accepted, indicating that customer experience has a positive and significant effect on brand trust. This finding suggests that the better the experience pilgrims have while using the services of PT Multazam Wisata Agung, the greater their confidence in the company's credibility and ability to fulfill its service commitments. Customer experience is shaped by the ease of the registration process, clarity of travel package information, quality of manasik guidance, service punctuality, comfort of facilities, and assistance provided during the stay in the Holy Land. Service experiences that consistently match the promises made give pilgrims confidence that the company is reliable and responsible for their pilgrimage needs.

These findings are consistent with Saragih et al. (2019) and Rahmawati et al. (2023), who examined Umrah service operations in relation to customer value, trust, and pilgrim commitment in Jakarta, involving 370 respondents. Their study found a strong relationship between Umrah service operations and customer trust. In addition, Kang et al. (2017), in their study of the hospitality industry, found that brand experience has a positive and significant relationship with brand trust. These studies reinforce the argument that positive experiences gained through service interactions can build confidence in a service provider's capabilities and credibility. Thus, customer experience is not merely a means of creating a positive impression but also an important foundation for building pilgrims' trust in PT Multazam Wisata Agung.

2. The Effect of Emotional Attachment on Brand Trust

The results show that the t-statistic value of 3.684 is greater than 1.66 and the p-value of 0.000 is below 0.05. Therefore, H2 is accepted, indicating that emotional attachment has a positive and significant effect on brand trust. This finding suggests that the stronger the emotional bond pilgrims feel toward PT Multazam Wisata Agung, the higher their level of trust in the company. Emotional attachment can develop through personal attention, staff friendliness, concern for pilgrims' needs, good communication, and assistance that provides a sense of safety and comfort throughout the pilgrimage. In the context of Umrah services, emotional relationships are important because pilgrims need not only administrative services and travel facilities but also attention, care, and guidance that provide peace of mind while performing their religious duties. When the company establishes close relationships and provides consistent attention, pilgrims are more likely to believe that the company is not solely transaction-oriented but also concerned about their interests and comfort.

These findings are supported by Harjanto et al. (2021), who examined the effects of brand experience and emotional attachment on brand trust and brand loyalty at Mawar Sharon Church in West Surabaya. Their results demonstrated that emotional attachment has a significant effect

on brand trust. Although their research object was not an Umrah travel company, the study is relevant in explaining how trust develops through emotional relationships in organizations characterized by value-based relationships and psychological closeness. In addition, Widad and Munif (2025), in their study of branding strategies for building consumer trust in Hajj and Umrah travel agencies, found that alignment with Islamic values, testimonials, legal legitimacy, and consumers' emotional closeness play roles in building trust in pilgrimage travel companies. Thus, emotional attachment is an important factor that can strengthen the psychological relationship between pilgrims and the company while increasing trust in the PT Multazam Wisata Agung brand.

3. The Effect of Brand Trust on Customer Satisfaction

The results show that the t-statistic value of 4.063 is greater than 1.66 and the p-value of 0.000 is below 0.05. Therefore, H3 is accepted, indicating that brand trust has a positive and significant effect on customer satisfaction. This finding suggests that the greater the pilgrims' trust in PT Multazam Wisata Agung, the higher their level of satisfaction. Trust gives pilgrims confidence that the company has the ability, integrity, and responsibility to fulfill all service commitments. In organizing Umrah journeys, trust is particularly important because pilgrims entrust the company with their travel needs, expenses, safety, comfort, and religious guidance. When the company maintains information transparency, delivers the promised facilities, adheres to schedules, and takes responsibility for service delivery, pilgrims feel safer and more confident in their decision to use the company's services. This, in turn, leads to positive evaluations that contribute to higher customer satisfaction.

These findings are consistent with Septiana and Akbarina (2025), who analyzed the effects of service quality and brand trust on customer satisfaction among pilgrims using Sahabat Zamzam Indonesia Umrah and Hajj Travel. Their study of 100 respondents showed that brand trust has a positive and significant effect on customer satisfaction. Similar results were reported by Fadilah and Solahudin (2025) in their study of PT Adhiya Tour & Travel Bandung, which found that trust has a significant effect on Umrah pilgrim satisfaction, with a significance value of 0.000. These studies provide empirical evidence that trust is an important factor in creating customer satisfaction in the pilgrimage travel service industry. Therefore, the stronger pilgrims' trust in PT Multazam Wisata Agung, the greater the likelihood that the company can create satisfaction through reliable services that meet pilgrims' expectations.

4. The Effect of Customer Experience on Customer Satisfaction

The results show that the t-statistic value of 2.250 is greater than 1.66 and the p-value of 0.024 is below 0.05. Therefore, H4 is accepted, indicating that customer experience has a positive and significant effect on customer satisfaction. This result suggests that positive experiences gained by pilgrims while using PT Multazam Wisata Agung's services can increase their satisfaction with the company. These experiences encompass all interactions between pilgrims and the company, from searching for information and registration to manasik sessions, departure, accommodation, transportation, meals, and assistance while performing religious duties in the Holy Land. Enjoyable experiences, responsive services, facilities that match the initial information, and professional assistance create positive impressions and improve pilgrims' evaluations of the company's service quality. Conversely, discrepancies between expectations and actual experiences may lead to dissatisfaction. Therefore, customer experience is one of the factors determining the company's success in meeting pilgrims' expectations.

These findings are supported by Hajira et al. (2025) and Nanggong et al. (2022), particularly the study entitled "The Experience and Religiosity toward Tourist Satisfaction: The Case of Umrah Pilgrimage." The study involved 125 Umrah pilgrims and found that experience and religiosity play significant roles in increasing pilgrims' satisfaction during the Umrah journey. Similar findings were reported by Nugraha and Ismail (2025) in their study entitled "Understanding Pilgrim Satisfaction: The Role of Customer Experience and Bonus Pack in Umrah Travel." Their study of 120 Umrah pilgrims in Indonesia showed that customer experience has a positive and significant effect on pilgrim satisfaction, with a path coefficient of 0.354 and a significance value below 0.05. These findings reinforce the present study's results that a high-quality experience is an important element in creating pilgrim satisfaction, particularly in the pilgrimage travel industry, which integrates functional services and spiritual needs.

5. The Effect of Emotional Attachment on Customer Satisfaction

The results show that the t-statistic value of 5.332 is greater than 1.66 and the p-value of 0.000 is below 0.05. Therefore, H5 is accepted, indicating that emotional attachment has a positive and significant effect on customer satisfaction. This result illustrates that the stronger pilgrims' emotional attachment to PT Multazam Wisata Agung, the higher their satisfaction with the company's services. Emotional attachment reflects a psychological relationship formed through interactions, attention, care, and personalized treatment provided by the company to pilgrims. In the context of Umrah travel, emotional relationships are important because pilgrims expect not only their travel needs to be fulfilled but also a service environment in which they feel comfortable, valued, cared for, and properly accompanied. When the company succeeds in building relationships that involve these emotional aspects, pilgrims gain a more meaningful experience, resulting in more positive evaluations of the company's services.

These findings are consistent with Maunier and Camelis (2013), who examined the elements contributing to satisfaction with the tourism experience. Their study explains the importance of experiential and emotional aspects in shaping tourists' evaluations of their experiences. In addition, Suhartanto et al. (2021), in their study of customer loyalty toward halal products, found that emotional attachment and product quality contribute to loyalty, with customer satisfaction serving as one of the mechanisms explaining this relationship. In the context of religious tourism, Nanggong et al. (2022) also showed that experience and religiosity significantly contribute to Umrah pilgrim satisfaction. Although these studies do not all directly examine the relationship between emotional attachment and pilgrim satisfaction at Umrah travel agencies, their findings provide conceptual support for the relevance of psychological dimensions, emotional experiences, and spiritual values in shaping customer satisfaction. Therefore, the company needs to strengthen emotional relationships through more personalized, empathetic services oriented toward pilgrims' needs to improve customer satisfaction.

6. The Effect of Customer Experience on Customer Satisfaction through Brand Trust

The results show that the t-statistic value of 2.765 is greater than 1.66 and the p-value of 0.006 is below 0.05. Thus, the indirect effect of customer experience on customer satisfaction through brand trust is significant. This finding indicates that brand trust mediates the relationship between customer experience and customer satisfaction. In other words, the

positive experiences gained by pilgrims not only directly affect satisfaction but can also strengthen their confidence in PT Multazam Wisata Agung's credibility and ability to fulfill its service promises. When pilgrims have experiences that meet their expectations, such as convenient administrative services, transparent information, adequate travel facilities, and professional religious assistance, these experiences increase their trust in the company. The resulting trust further reinforces pilgrims' belief that choosing the company was the right decision, thereby increasing overall satisfaction.

These findings receive empirical support from Rahmawati et al. (2023), who examined Umrah service operations in relation to customer value, trust, and pilgrim commitment in Jakarta. Their study found that service operations are strongly related to pilgrim trust and demonstrated the role of trust in the relationship between service operations and customer commitment. Although the outcome variable in that study was commitment rather than customer satisfaction, it provides an empirical illustration that trust is an important mechanism for building long-term relationships in the Umrah service industry. Furthermore, Septiana and Akbarina (2025) found that brand trust has a positive and significant effect on pilgrim satisfaction at Sahabat Zamzam Indonesia Umrah and Hajj Travel. Meanwhile, Nugraha and Ismail (2025) demonstrated that customer experience has a positive and significant effect on Umrah pilgrim satisfaction. Taken together, these findings suggest that a good service experience is more effective in creating satisfaction when accompanied by trust in the company's brand. Thus, brand trust is an important mechanism linking customer experience to pilgrim satisfaction at PT Multazam Wisata Agung.

7. The Effect of Emotional Attachment on Customer Satisfaction through Brand Trust

The results show that the t-statistic value of 3.665 is greater than 1.66 and the p-value of 0.000 is below 0.05. Thus, the indirect effect of emotional attachment on customer satisfaction through brand trust is significant. This result indicates that brand trust mediates the relationship between emotional attachment and customer satisfaction. In other words, the stronger the emotional relationship between pilgrims and PT Multazam Wisata Agung, the greater the likelihood of developing trust in the company, which subsequently contributes to increased customer satisfaction. Emotional closeness expressed through attention, friendliness, empathy, intensive communication, and concern for pilgrims' circumstances can foster the belief that the company is committed to providing the best possible service. When this emotional relationship develops into trust, pilgrims feel more confident, safe, and comfortable using the company's services. Therefore, satisfaction is formed not only through a direct emotional relationship but also through pilgrims' confidence in the integrity and consistency of the company's services.

These findings are supported by Harjanto et al. (2021), who found that emotional attachment has a significant effect on brand trust in the context of a religious organization, namely Mawar Sharon Church in West Surabaya. Their findings show that strong emotional relationships can serve as a foundation for building trust between individuals and an organization. In addition, Widad and Munif (2025), in their study of branding strategies at Hajj and Umrah travel companies, explained that consumers' emotional closeness, Islamic identity, and consistent brand communication are elements that help build trust in pilgrimage travel organizers. Further support comes from Septiana and Akbarina (2025), who demonstrated that brand trust has a positive and significant effect on customer satisfaction in Umrah and Hajj

travel services. Taken together, these findings strengthen the argument that emotional attachment can foster trust, while trust provides a foundation for customer satisfaction. Therefore, PT Multazam Wisata Agung needs to build sustainable emotional relationships with pilgrims through attentive services, open communication, and consistent fulfillment of commitments so that customer trust and satisfaction can continue to improve.

Conclusion

1. Customer experience has a positive and significant effect on brand trust at PT Multazam Wisata Agung.
2. Stronger emotional attachment can increase brand trust at PT Multazam Wisata Agung.
3. Brand trust has a positive and significant effect on customer satisfaction at PT Multazam Wisata Agung.
4. Customer experience has a positive and significant effect on customer satisfaction at PT Multazam Wisata Agung.
5. Emotional attachment has a positive and significant effect on customer satisfaction at PT Multazam Wisata Agung.
6. Customer experience has a positive and significant effect on customer satisfaction through brand trust at PT Multazam Wisata Agung.
7. Emotional attachment has a positive and significant effect on customer satisfaction through brand trust at PT Multazam Wisata Agung.

Recommendations

Based on the discussion and conclusions presented above, the following recommendations are proposed:

1. The company is advised to continuously improve customer experience by providing integrated services, beginning with consultation, registration, administration, manasik sessions, departure, and ending with pilgrims' return. The company should ensure that information regarding package prices, hotel facilities, transportation, meals, and travel schedules is communicated transparently and delivered in accordance with the initial commitments. Coordination with all service-provider partners should also be strengthened to maintain service consistency throughout the pilgrimage.
2. The company should develop a more personalized service approach oriented toward long-term relationships with pilgrims. This can be achieved through intensive communication, attention to individual needs, humane assistance, and post-trip gatherings after pilgrims return from the Holy Land. These efforts are expected to build psychological closeness so that the relationship between pilgrims and the company is not limited to travel transactions but develops into a sustainable emotional relationship.
3. PT Multazam Wisata Agung needs to maintain its corporate credibility through information transparency, consistent fulfillment of service promises, clear legal status, and accountability in handling pilgrims' complaints. The company is also advised to provide an easily accessible complaint mechanism and ensure that every issue is resolved promptly and professionally. In this way, pilgrims' trust can be maintained and serve as a foundation for improving customer satisfaction and fostering long-term customer relationships.

4. The company is advised to evaluate its services regularly through pilgrim satisfaction surveys, testimonial collection, and the handling of customer feedback. The evaluation should cover facilities, accommodation, transportation, meals, the quality of religious guidance, and staff responsiveness to pilgrims' needs. The results can be used as a basis for addressing service weaknesses and developing service standards that are more responsive to pilgrims' needs and expectations.

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