

**THE EFFECT OF BRAND AMBASSADOR AT
OTOPROJECT AUTOMOTIVE ACCESSORIES
COMPANY ON CUSTOMER LOYALTY**



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THESIS

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**MASTER OF BUSINESS ADMINISTRATION
INSTITUT IPMI
JAKARTA
2026**

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OTOPROJECT AUTOMOTIVE ACCESSORIES
COMPANY ON CUSTOMER LOYALTY**

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A THESIS

**tted in a partial fulfilment of the requirements for the degree of Master
of Business Administrations**

STATE OF APPROVAL

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Effect of Brand Ambassador at Otoproject Automotive Accessories Company on
Customer Loyalty

I hereby declare that this Thesis is from student's own work, has been read and presented
to the IPMI Board of Examiners, and has been accepted as part of the requirements
to obtain a Master of Business Administration Degree and has been found to be
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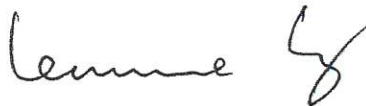
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NON-PLAGIARISM DECLARATION FORM

This Thesis is a presentation of our original research work. Wherever contribution of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

Also, this work is being submitted in partial fulfillment of the requirements for the Master of Business Administration degree and has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Jakarta, 27 April 2026



Muhammad Fandy Wirawan

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ABSTRACT

The automotive accessories sector is expected to grow rapidly, creating a competitive environment where brand ambassadors could play a critical role in molding company image and building customer loyalty. This study looks at the impact of brand ambassadors on the brand campaign of OTOPROJECT, an Indonesian automotive accessories firm. It seeks to investigate how brand ambassadors influence a company's image, client purchasing behavior, and overall loyalty. Using a quantitative methodology, the study analyzes seven important hypotheses: Brand ambassadors improve company image. Company Image increases Purchase Decision. Brand Ambassadors improve Purchase Decisions. Purchase Decision strengthens customer loyalty. Brand ambassadors boost customer loyalty. Company image enhances customer loyalty. Brand Ambassador and customer loyalty are mediated by company image. Data will be gathered through a standardized online questionnaire with a 5-point Likert scale to assess criteria such as brand ambassador transference, credibility, congruence, attractiveness, power to company personality, and reputation. Data will be analyzed using SEM methods with Smart PLS 4 software. The findings are likely to add to the limited study on brand ambassadors in the automotive accessories industry, providing actionable insights for firms such as OTOPROJECT to improve corporate strategy and strengthen customer connections. This research will also serve as a reference for future studies on brand promotions, purchase decision and customer loyalty.

Keywords:

Automotive Accessories Industry, Brand Ambassador, Company Image, Purchase Decision, Customer Loyalty.

CHAPTER I

INTRODUCTION

1.1 Background

The automotive accessories industry is a rapidly growing and highly competitive sector globally and regionally, including in Indonesia. The market is expected to grow at a compound annual growth rate (CAGR) of 5.5%, increasing from \$196 billion in 2022 to \$335.5 billion by 2032. This growth is driven by consumer demand for vehicle customization and enhancement options. Companies that invest in innovation, sustainability, and digital channels are well-positioned to thrive in this competitive landscape.



Figure 1. 1 Car Accessories Market Statistics

Source: GM Insight (2022)

6Wresearch (2024) projects that the Indonesian automotive aftermarket parts market will expand at a compound annual growth rate (CAGR) of 5.2% from 2024 to 2030. The market for automotive aftermarket components in

Indonesia has grown significantly in recent years. Rapid urbanization, rising wages, and growing mobility demands are all blamed for this growth. The demand for maintenance and repair services has also increased due to the surge in traffic accidents, which increased from 116,411 in 2019 to 139,258 in 2022. According to Astra Otoparts Domestic Trading Revenue (2023 – 2025) The steady year-over-year growth in domestic retail trading jumping from IDR 5,677 billion in 2020 to IDR 7,904 billion in 2024 reflects the strong, rebounding consumer demand that has allowed Premium accessory brands Such as OTOPROJECT.

According to industry research, the premium designation in the automotive sector occupies a distinct middle ground between mass-market, value-driven products and high-end luxury goods characterized by extreme craftsmanship (Köstring et al., 2019). Premium is defined by external, tangible components such as superior product quality, advanced technology, and the perception of others regarding one's ownership (Madić et al., 2021). In the context of accessories, premium products are those that provide "functional/instrumental value," such as enhanced performance or durability, alongside "symbolic value," which allows consumers to express social prestige and self-identity (Sharmelly & Klarin, 2021). In Indonesia itself, there are many premium car accessory brands. One of them is OTOPROJECT

OTOPROJECT, established in Indonesia in 2009, specializes in premium-grade automobile accessories and stresses customer happiness through creative product offers, tight quality control, and the use of high-quality materials. The costs for each automotive accessory range from Rp.10,000 to Rp.8,000,000, placing the products in the upper-mid-range premium category. Despite its success, the impact of brand ambassadors on the company's brand campaign, company image, and customer loyalty remains unexplored. The company only offers the best accessories for our customer vehicles while

ensuring maximum practicality, and is committed to meeting our customers needs and ensuring their satisfaction.

Table 1. 1 *Company Unit Sales*

Month	2021	2022	2023	2024
Jan	11.297	17.131	19.962	21.223
Feb	12.963	18.788	19.248	18.162
Mar	9.382	17.691	20.826	21.757
Apr	13.494	18.304	15.858	16.812
Mei	7.183	17.873	20.022	18.943
Jun	16.475	27.904	17.439	16.394
Jul	8.666	19.948	18.020	18.935
Agu	12.352	18.397	17.669	20.791
Sep	13.503	17.672	17.770	18.772
Okt	13.460	18.263	16.819	16.372
Nov	23.407	19.806	18.022	18.655
Des	22.837	20.097	22.933	25.165
Total	165.019	231.874	224.588	231.981

Source: OTOPROJECT (2024)

The marked fluctuations in OTOPROJECT's monthly sales between 2021 and 2024, with a considerable spread and declining trends in months like February, April, and October, underscore a vulnerability to customer purchase decisions. This variability persists even after the introduction of Fitra Eri as a brand ambassador in 2023, suggesting a potentially weak correlation between this strategy and sales performance. While OTOPROJECT prides itself on a comprehensive selection of premium car accessories and a strong commitment to quality and customer satisfaction, understanding and influencing these purchase decisions remains a critical challenge.



Figure 1. 2 Company Brand Ambassador

Source: OTOPROJECT (2024)

This research addresses the role of brand ambassador Fitra Eri in influencing consumer perceptions and behaviors within the automotive accessories industry. It aims to fill a significant gap in existing literature, offering insights into how brand ambassadors contribute to enhancing company image, purchasing decisions and customer loyalty in this sector.

1.2 Problem Statement

The market condition for accessories sales is increasing, seeing the potential market in the future from existing sales unit results does not reflect to the company strategy by hiring a brand ambassadors, then the company wants to see if there are other positive impacts for the company by using the services of these brand ambassadors.

The problem of this research is to know if brand ambassadors in the automotive accessories industry affect company's image, customer purchase decision, and customer loyalty. Also, this research will give insight into the company since this has not existed yet in the automotive accessories industry in Indonesia.

1.3 Research Questions

1. How does the brand ambassador affect the company's image?
2. How does the company's image affect the customer's purchase decision?
3. How does the brand ambassador affect the customer's purchase decision?
4. How does the customer's purchase decision affect the customer's loyalty?
5. How does the company's image affect the customer's loyalty?
6. How does the brand ambassador affect the customer's loyalty?

1.4 Research Objectives

1. To examine how the impact of brand ambassador on company image.
2. To examine how the impact of company image on purchase decisions.
3. To examine how the impact of brand ambassador on purchase decision.
4. To examine how the impact of purchase decision on customer loyalty.
5. To examine how the impact of company image on customer loyalty.
6. To examine how the impact of brand ambassador on customer loyalty.

1.5 Research Scope of Study

This research will use a research question form for the sampling of customers of the OTOPROJECT product and the impact of brand ambassadors on the company's image, purchase decision and on customer loyalty.

1.6 Significance of the study

It is hoped that this research can deepen the study of brand ambassadors related to company image, purchase decision and customer loyalty. At the same time, it can provide supporting information and data for other researchers who wish to conduct similar research.

1.7 Research Novelty

Even though there is much research about brand ambassadors, but only a few in the automotive industry, this research is expected to increase knowledge and insight regarding brand ambassadors in the study of the company's image, purchase decision and the impact on customer loyalty.

1.8 Research Structure

This thesis is organized into six chapters that provide a step-by-step guide to interpreting the research findings. Each chapter has the following details:

Chapter I: Introduction

This chapter will focus on the study's parameters. This chapter is divided into the following sections: background, problem statement, research gap, research questions, research objectives, scope of the study, significance of the study, and thesis structure.

Chapter II: Literature Review

This chapter will review relevant, previously published theories and research projects to help with the investigation. It also includes a definition, background information, an example, and the findings of previous research on the topic. It could come from books, journals, or other sources of knowledge relevant to this topic. This chapter also provides readers with a research framework.

Chapter III: Methodology

This chapter will outline the steps for concluding the investigation. The classification of the study design, the specification of the information required, measuring and scaling procedures, questionnaire design and validation, sample design, data collection method, and data analysis method will all be employed and carried out during the investigation.

Chapter IV: Data Analysis

This chapter will be exclusively dedicated to the comprehensive analysis of the data, which is a critical component of the study. It will describe in detail the data processing techniques that will be used to extract useful information from the processed data.

Chapter V: Conclusion and Recommendations

This final chapter concludes the examination and discussion of the entire thesis. To assist other scholars who are interested in the same area, suggestions for future research will be made.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

The automobile accessories market has grown significantly, through consumer desire for vehicle personalization and upgrade possibilities. To remain competitive, businesses are increasingly relying on brand campaigns and ambassadors to promote a positive company image and cultivate customer loyalty. This literature review examines fundamental topics such as brand ambassadors, company image, customer purchase decision and customer loyalty. It dives into theoretical frameworks and prior research to provide a thorough knowledge of the relationships between these factors and their significance in the automotive accessories industry. This section lays the groundwork for further research on the role of brand ambassadors in improving company image, purchase decision and driving customer loyalty in the competitive landscape of automobile accessories.

2.2 Brand Ambassador

A tool used by companies to communicate and connect with the public, regarding how they enhance sales. Companies use brand ambassadors to influence or persuade consumers. This aims to make consumers interested in using the product, especially because the selection of brand ambassadors is usually based on the image of a celebrity. A brand ambassador is a valuable strategic asset for businesses, acting as a key representative who promotes the brand's values, identity, and offers to its target audience. Brand ambassadors use their personal appeal, experience, and public influence to increase brand recognition, build credibility, and cultivate consumer loyalty (Lea-Greenwood, 2012). A brand ambassador is a person, typically a public figure or employee, who is hired by a company to embody the brands, endorse its values, and support its products or services. Likewise act as a crucial connection between

the brand and its clientele, utilizing their trustworthiness, knowledge, and personal connections to boost brand visibility and cultivate customer loyalty (F. Wang & Hariandja, 2016).

Brand ambassadors are crucial to organizations as they represent the core values of the brand to the external audience (Syahrul Mubaroq, 2024). They can serve as external representatives, like celebrities or influencers, or internal representatives, usually employees who promote the brand through various strategies, including social media and word-of-mouth marketing (Rosari & Simamora, 2024). The success of a brand ambassador is largely dependent on how credible and trustworthy they are perceived to be. When consumers perceive a brand ambassador as credible, it not only improves their view of the brand but also greatly increases customer loyalty. The specialized knowledge and experience of brand ambassadors can further reinforce the connection between brand endorsement and the quality linked to the brand (Tazkiya Nurlibna et al., 2024).

Brand ambassadors play an important role in linking brands with their audiences, providing various benefits:

- Improving Brand Perception: Credibility and alignment with the brand lead to good connections in consumers' thoughts.
- Ambassadors create emotional connections with audiences, leading to increased interaction and brand loyalty.
- Leveraging ambassadors' distinctive traits can help brands differentiate themselves in the market.

In highly competitive industries such as automobile accessories, brand ambassadors can serve as a liaison between businesses and their clients. By displaying products and expressing the brand's ethos, they influence purchasing decisions and strengthen loyalty. This study investigates how OTOPROJECT

uses brand ambassadors to define its company image and customer loyalty. The study analyzes the effectiveness of automobile ambassadors to optimize marketing techniques and establish charismatic authority.

2.3 Company Image

Related to the figure of an institution as its main goals, how a positive image of an institution is better known and accepted by the public. (Jefkins et al, 2004). This image can be felt from the results of assessment, acceptance, awareness, and understanding, both as a sign of respect, from the surrounding public or the wider community towards the company as a business entity. Company image refers to the public's overall perception of an organization, which is influenced by reputation, values, culture, and how it communicates with customers. A positive brand image can increase customer loyalty, attract new consumers, and improve a company's market competitiveness (Razy and Lajevardi, 2015). firm image is more than just the total of marketing activities; it is also a reflection of how the firm is perceived by its stakeholders, who include customers, workers, and the general public.

In modern business and marketing contexts, company image is characterized as the collective perceptions, beliefs, and assessments of stakeholders regarding an organization, shaped by its identity, communications, and interactions (Aljarah & Ibrahim, 2020; Malik et al., 2023). The company image is the aggregate perception held by stakeholders and audiences regarding a company, shaped by their diverse interactions and experiences with the organization. It is a complex concept that includes the company's branding, communications, and reputation, incorporating both favorable and unfavorable associations (Balmer, 2001). The advantages of a robust company image are equally substantial. A favorable image is associated with customer loyalty, as stakeholders incentivize ethical brands through repeat purchases and advocacy (Setiawan et al., 2020). The crucial role of company image is pivotal in influencing customer perceptions and loyalty. Studies demonstrate that a robust

company image can improve customer satisfaction, perceived quality, and overall value, which are essential for sustaining a competitive edge in diverse markets (Ravina-Ripoll et al., 2023).

The company image exerts a direct influence on customer loyalty, independent of customer satisfaction, especially within service industries (Andreassen & Lindestad, 1998). The distinct functions of brand image and corporate reputation: Brand image influences perceived quality, whereas corporate reputation exerts a more extensive effect on customer value, highlighting the necessity for integrated management of both aspects (Cretu & Brodie, 2009). Corporate identity as an essential asset. A well-managed corporate brand provides a sustainable competitive advantage by fulfilling particular economic criteria that augment its rarity and longevity (Balmer & Gray, 2003).

2.4 Purchase Decision

The purchase decision refers to the consumer's selection of a product or service via a process that encompasses need recognition, information search, alternative evaluation, and the final choice of which option to acquire. This decision is influenced by factors like perceived value, brand reputation, and consumer expectations, with post-purchase assessment affecting subsequent purchasing behavior. Comprehending this process enables marketers to more effectively customize their methods to transform shoppers into purchasers across diverse channels (Kotler et al., 2017; Kotler & Armstrong, 2018). The purchase decision is characterized as the process via which individuals engage in transactions across numerous life domains by synthesizing multiple personality dimensions, including emotional, cognitive, behavioral, competency, and environmental influences (Arief et al., 2023).

The determinants of purchase decisions include the appeal of brand ambassador advertising, influencer marketing, and online customer reviews, which all affect the consumer's inclination to acquire a product online. Advertising attractiveness refers to the allure of promotional information; influencer marketing includes endorsements and promotions by prominent individuals; and online customer reviews offer consumer assessments and ratings that influence trust and purchasing incentive

(Arief et al., 2023). The roles of brand ambassador and brand image have a favourable impact on consumer purchasing decisions in Indonesia. Brand ambassadors play a role in improving brand image by representing qualities such as trustworthiness and attractiveness, which assist in shaping consumers' perceptions of brand messages. Nonetheless, the image of the brand exerts a more significant influence on purchasing choices than the ambassador by themselves, as consumers tend to focus on the brand's capacity to fulfill their needs and desires rather than the impact of the ambassador (F. Wang & Hariandja, 2016).

A positive and significant impact on consumers' purchasing decisions is exerted by brand image. Preference for products with a strong and favourable brand image is exhibited by consumers, as trust and confidence in quality are built, which ultimately leads to purchase decisions being encouraged. Consumer loyalty is supported, product evaluation is facilitated, and market competitiveness is enhanced by a good brand image, even in instances where certification has not yet been fully established, as products affiliated with trusted brands are often relied upon despite the absence of certification (Mahri et al., 2024). The meta-analytic study by Santini et al. (2019) revealed a negligible association between impulse buying and consumer loyalty, suggesting that spontaneous purchases do not inherently enhance loyalty to a brand. Although impulse buying correlates with favourable post-purchase feelings and affects customer decision-making, the research does not substantiate a robust connection between impulsive buying behavior and the development of loyalty. This discovery indicates that while impulsive purchases may yield instant gratification, they do not consistently cultivate enduring loyalty to a brand or business.

2.5 Customer loyalty

Deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same-brand-set purchasing, despite situational influences and marketing efforts having the potential. (Razavi et al, 2012) Same-brand-set Customer loyalty is defined as a customer's long-term commitment to continually purchasing or engaging with a specific brand or company, despite the availability of alternatives. It is frequently the outcome of pleasant

customer experiences, satisfaction, and a brand's perceived value over time (Kotler and Keller, 2016). Repeat purchases, word-of-mouth referrals, and continuous interaction with the business are all more common among loyal customers. Loyalty is a valuable asset for businesses since it increases revenue, lowers marketing expenses, and improves client retention.

Customer loyalty makes a substantial contribution to a company's growth and survival. Loyal customers offer stable revenue streams, lower turnover, and provide free word-of-mouth marketing. In businesses like automobile accessories, where competition is severe, loyalty is a critical factor in preserving market dominance. Loyal consumers are also more likely to provide meaningful comments and act as brand ambassadors, which strengthens the company's market presence. Building customer loyalty is critical in the automobile accessories sector due to the market's fierce competition. Customers frequently have several options, and their decision to choose one brand over another may be influenced not only by product attributes, but also by emotional connection, trust, and customer service. To create long-term loyalty and sustain a competitive advantage, companies such as OTOPROJECT must harness brand ambassadors, company image, and customer experiences. This study looks at the relationship between brand ambassadors, company image, and customer loyalty at OTOPROJECT. By investigating how these characteristics influence loyalty in the automobile accessories industry, the study sheds light on successful ways to increase customer retention and brand advocacy.

2.6 Previous Research

Table 2. 1 List of Previous Research

No.	Title	Author, Year, Journal	Research Variables	Result of The Research
1	Analyzing the Influence of Korean	Alia Putri Nadila, Nila Armelia Windasari (2022)	The primary data collection used in this study is by	According to the findings, personality congruence and fan

	Celebrities as Brand Ambassadors toward Customer Loyalty in Indonesia	International Journal of Current Science Research and Review	using quantitative methods. Quantitative research is a technique for evaluating objective ideas and identifying the relationships between variables	engagement are shown to be key factors in determining a customer's loyalty to a brand in Indonesia that uses Korean Celebrities as its brand ambassadors
2	Exploring The Role Of Employee Brand Ambassadors In Enhancing Brand Awareness And Customer Loyalty In Marketing Firms In Indonesia	Tri Cicik Wijayanti, Riris Ernawati (2023) Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)	The study adopts a qualitative research design and utilizes semi-structured interviews as the primary data collection method.	Based on the research results, there is evidence to suggest that employee advocacy can be effective in promoting brand awareness and customer loyalty.
3	The Influence of Brand Ambassador on Brand Image and Consumer Purchasing Decision: A Case of Tous Les Jours in Indonesia	Felicia Wang dan Evo Sampetua Hariandja (2016) International Conference on Entrepreneurship (IConEnt-2016) "How Innovation Could Improve the Performance and Productivity in Entrepreneurship?"	This study, using quantitative methods. Questionnaires were distributed to 139 respondents through convenience sampling. For the actual research, there are 100 questionnaires used with complete answers, while 30 of those are used for the pre-test. The respondents"	This study has a purpose to investigate and answer the hypotheses stated in the first chapter of this study. It investigated the influence of the brand ambassador on brand image and consumer purchasing decision. This research also analyzes the effectiveness of Kim Soo Hyun as brand ambassador of Tous Les Jours in Indonesia. From the result and discussions done in the previous section, some conclusions can be drawn.

4	The Influence of Brand Ambassadors and Brand Image on Customer Loyalty Mediated by Purchase Decisions	Salsabila, N. & Purwanto, E. (2024) Published by Acadlore Publishing Services Limited, Hong Kong	This study adopts a quantitative approach, allowing for data collection and statistical computation. The purpose of this positivist-based research technique is to test pre-determined hypotheses through the use of research instruments for data collection, specific populations or samples, and statistical or quantitative data analysis.	The study reveals that brand ambassadors positively influence customer loyalty through endorsement activities. Effective ambassador programs enhance consumer trust and affinity towards Tokopedia, driving repeat transactions and reinforcing brand loyalty.
5	The Influence of Customer Relationship Management, Brand Ambassador and E-Commerce Innovation on Tokopedia User Loyalty in Jabodetabek (Case Study of Generation Z)	Zaib Syahrul Mubaroq, Sutopo (2024) Published By Proceedings of Femfest International Conference on Economics, Management, and Business	The research variables in the article are divided into independent and dependent variables: Independent Variables (X): 1. Customer Relationship Management (CRM) 2. Brand Ambassador (BA) 3. E-Commerce Innovation (ECI)	The research indicates that CRM, Brand Ambassadors, and E-Commerce Innovation substantially enhance customer loyalty among Generation Z users of Tokopedia in Jabodetabek, underscoring the significance of these strategies in a competitive landscape.

			Dependent Variable (Y): 1. Customer Loyalty (LOY)	
6	Influence of social media influencer authenticity on their followers' perceptions of credibility and their positive word-of-mouth	Edward Shih-tse Wang & Yu-Jou Weng (2024) Published by Asia Pacific Journal of Marketing and Logistics Vol. 36 No. 2, 2024 pp. 356-373 © Emerald Publishing Limited	The study investigates authenticity (originality, naturalness, continuity), celebrity credibility (attractiveness, trustworthiness, expertise), and positive word-of-mouth. The quantitative study used a questionnaire adapted from previous studies and collected 463 valid responses on social media. The data were analyzed for reliability and validity using structural equation modeling to examine construct relationships.	The study found that authenticity and credibility have varying effects on each other, with continuity positively affecting trustworthiness and expertise, and originality positively affecting attractiveness but negatively affecting trustworthiness.
7	Analysis of the Influence of Advertising Creativity, Product Campaigns, and Brand Ambassador Credibility on Customer	Andina Tazkiya Nurlibna, Clarisa Izdiharjati, Muhammad Givari Arnanda, Muhammad Aras & La mani (2024) Published by	The journal identifies four key variables: Advertising Creativity (X1), Product Campaigns (X2), Brand Ambassador Credibility (X3), and Customer	The results of the journal reveal that advertising creativity, product campaigns, and brand ambassador credibility significantly influence customer loyalty, with a determination coefficient (R^2) of

	Loyalty for the Wearing Klamby Brand	Journal of Economics and Business UBS	Loyalty (Y). The research employed a quantitative approach using a survey research method, where a structured questionnaire with a Likert scale was utilized to collect responses from participants. This method enables systematic data gathering and quantifies the attributes of the sample population for statistical analysis.	0.712, indicating that 71.2% of the variation in customer loyalty is accounted for by these variables. Additionally, a predictive relevance (Q^2) of 0.520 suggests a strong impact on customer loyalty. The study highlights that the synergistic effect of creative advertisements, effective campaigns, and credible brand ambassadors enhances emotional and rational connections with the brand, ultimately fostering customer loyalty.
8	The Effect of Brand Ambassador, Brand Image, and Brand Awareness on Purchase Decision of Pantene Shampoo in Surabaya, Indonesia	Luh Gede Permata Sari Dewi, Natasya Edyanto, and Hotlan Siagian (2020) Published by SHS Web of Conferences 76, 01023 2020	The study investigated brand ambassador, brand awareness, brand image, and purchase decision among women over 18 with high school education using quantitative research and causal analysis. Data was collected through questionnaires and Partial Least Squares (PLS) was used for both outer and inner model evaluations.	Brand ambassadors significantly impact Pantene shampoo buying decisions, brand awareness, and image, according to the study. As estimated, brand ambassadors increased brand awareness (0.592), brand image (0.254), and purchase decisions (0.247). Furthermore, brand awareness (0.448) and brand image (0.350) positively affected purchase decisions (0.265). These results demonstrate the importance of brand ambassador selection

				in improving consumer perceptions and sales.
9	The Influence of BTS as Tokopedia Brand Ambassador on Customer Loyalty	Nabilla Zulfa & Prasetyawati Happy (2024) Published by Journal of International Accounting, Taxation and Information Systems	In this journal, the Brand Ambassador Concept (X1) and Media Exposure Concept (X2) examine BTS's brand ambassadorship and media presence, which affect Tokopedia customer loyalty (Y). Quantitative convenience sampling was used to collect data from Tokopedia users aged 17–40 using a Likert Scale questionnaire. The variables' relationships were assessed using validity, reliability, correlation, and multiple linear regression tests.	The results of the study concluded that BTS, as Tokopedia's brand ambassador, had a positive but statistically insignificant influence on customer loyalty. While the presence of BTS contributed to enhancing brand image and customer engagement, the impact on actual customer loyalty metrics, such as repeat purchases and recommendations, was not significant enough to draw definitive conclusions about their effectiveness in driving loyalty among customers.
10	Attractiveness, trustworthiness and expertise – social influencers' winning formula?	Klaus-Peter Wiedmann and Walter von Mettenheim (2020) Published by Journal of Product & Brand Management © Emerald Publishing Limited	The journal studies influencer marketing variables like attractiveness, expertise, and trustworthiness. The quantitative study used a randomized online survey in Germany with 288 valid participants. Based on responses to a structured questionnaire using Likert-type scales to	The results of the study revealed that trustworthiness is the most crucial requirement for influencers, followed by attractiveness, while the relevance of expertise was found to be negligible. Furthermore, trustworthiness and attractiveness positively impacted brand satisfaction,

			assess influencers' credibility, structural equation modeling was used to analyze these variables' effects on brand image, brand satisfaction, brand trust, purchase intention, and price premium.	brand image, and brand trust, which in turn influenced purchase intention and price premium. These findings suggest that marketers should prioritize trustworthiness and attractiveness over traditional metrics, such as follower count, to make more effective decisions in influencer marketing.
11	The power of brand ambassador Twice influences brand image and purchase intention on the Scarlett Whitening beauty products	Theodora Lady Rosari, Bilson Simamora (2024) Published by Jurnal Ekonomi Perusahaan	This study examines brand ambassador power, image, and purchase intention. The quantitative study surveyed 151 Scarlett Whitening product buyers and users. Structural equation modeling (SEM) using partial least squares confirmed the hypotheses about brand ambassador power's impact on brand image and purchase intention, as well as its direct and indirect effects.	The journal found that brand ambassadors, particularly Twice, improve Scarlett Whitening brand image and purchase intention. The study confirmed that brand ambassador power significantly affects brand image ($\gamma=0.70$, $p<0.01$), accounting for 51% of brand image variance. Furthermore, brand ambassador power ($\gamma=0.26$, $p<0.01$) and brand image ($\gamma=0.55$, $p<0.01$) positively influenced purchase intention. Notably, brand ambassador power had a stronger indirect effect on purchase intention through brand image than the direct effect, highlighting the importance of brand image as a mediator.

2.7 Hypothesis Development

2.7.1. Effect of Brand Ambassador on Company Image

Brand ambassadors are instrumental in influencing a company's image by markedly improving brand perception and fostering consumer engagement. Their influence arises from the correlation between the ambassador's commendable attributes—such as credibility and expertise—and the brand they endorse. When consumers perceive a brand ambassador as credible and informed, these attributes are often attributed to the brand, cultivating a positive perception among the target demographic (Lea-Greenwood, 2012).

The credibility of a brand ambassador significantly influences the company's perception. The endorsement of a product by a reputable individual cultivates consumer trust. They are more inclined to trust the brand's commitments and quality, thereby augmenting the company's reputation. The transfer of trust from ambassador to brand is essential for distinguishing a company in a competitive environment (Wiedmann & von Mettenheim, 2020). To become a useful brand ambassador for the product being campaigned, several important factors need to be considered according to Lea-Greenwood (2012)

1. **Transference** is when a celebrity endorses a brand related to their profession.
2. **Congruence** is a key concept for brand ambassadors, namely ensuring that there is a match between the brand and the celebrity.
3. **Credibility** is the level to which consumers perceive a source (brand ambassador) as having relevant knowledge, expertise or experience, and the source (brand ambassador) can be trusted to provide objective and unusual information.
4. **Attractiveness** is an attractive non-physical appearance that can support a product.

5. Power is the charisma emitted by the resource person to be able to influence consumers so that consumers are influenced to buy or use the product.

Brand ambassadors can stimulate favourable word-of-mouth marketing. Their endorsements inspire content customers to disseminate their experiences, generating a ripple effect that enhances the brand's reputation and company image. As these customers evolve into informal ambassadors, they enhance the brand's public perception (Sari Dewi et al., 2020).

H1: Brand ambassador has a positive effect on the company's image

2.7.2. Effect of Company Image on Purchase Decision

The impact of company image on purchasing decisions is widely acknowledged as a significant element affecting customer behavior across diverse marketplaces and industries. The company image, comprising consumers' perceptions, beliefs, and overall impressions of a brand or organization, profoundly influences consumers' confidence and trust, subsequently affecting their purchasing decisions (Kotler & Keller, 2016). Research demonstrates that a robust and favorable company image cultivates consumer trust and enhances the probability of purchasing decisions favoring the brand (Mahri et al., 2024).

Several studies within the Indonesian context and more broadly in emerging markets replicate this finding. For instance, in the context of e-commerce platforms like Tokopedia, a favorable company image enhances consumer trust and loyalty, subsequently influencing purchase decisions positively (Abbas et al., 2021; Monoarfa et al., 2023). Specifically, brand image—considered an integral part of company image—has a direct and significant effect on purchase decisions due to the promise of benefits and privileges that the brand represents. When the brand image is perceived

robustly in consumers' minds, it strengthens their confidence in choosing and purchasing the brand's products or services (Novansa & Ali, 2017).

Moreover, empirical evidence from research on cosmetic companies like Pantene in Indonesia indicates that enhanced positive consumer perceptions of firm image components result in a more robust intention to purchase (Sari Dewi et al., 2020). This aligns with the theoretical premise that company image functions as an indicator of quality, reliability, and value, which consumers depend on during purchase assessments (Calvo-Porràl et al., 2023).

H₂: Company Image has a positive effect on Purchase Decision

2.7.3. Effect of Brand Ambassador on Purchase Decision

The impact of brand ambassadors on purchasing decisions has attracted considerable interest in marketing research, indicating that they act as influential agents capable of positively influencing consumer behavior and enhancing purchasing intentions. Brand ambassadors serve as reliable sources and opinion leaders, frequently personifying the brand's values and image, fostering trust and emotional ties with consumers (Kotler & Armstrong, 2018). Research indicates that customers' impressions of brand ambassadors substantially affect their purchasing decisions, especially when the ambassador is positively regarded and resonates with the target audience's preferences (Sari Dewi et al., 2020).

Empirical research from Indonesian markets and e-commerce platforms like Tokopedia substantiates this beneficial effect. Research findings demonstrate that brand ambassadors favorably affect consumer purchasing decisions by increasing brand awareness and strengthening brand commitments (Lestari et al., 2023; F. Wang & Hariandja, 2016). A sympathetic and trustworthy brand ambassador can enhance the persuasive impact of marketing messaging across many platforms, resulting in heightened consumer buy intentions and repeat transactions (Rosari &

Simamora, 2024). The Elaboration Likelihood Model further substantiates this impact, indicating that customers frequently depend on peripheral cues, such as brand advocates, when deciding on products believed to have low risk (Muda & Hamzah, 2021).

Additionally, brand ambassadors do more than just influence purchases; they also connect brand image with consumer loyalty. Brand ambassadors make the brand more relatable and build emotional connections that boost loyalty, leading to ongoing purchasing habits (Monoarfa et al., 2023). These findings highlight the need for companies to choose and manage brand ambassadors whose image aligns with target consumers and conveys brand values effectively. The literature shows that the influence of brand ambassadors varies based on product characteristics, consumer segments, and cultural contexts. Products that have lower perceived purchase risks and greater emotional appeal often gain more from brand ambassador endorsements (Santini et al., 2019). This highlights the need to align brand ambassador strategies with the market and consumer expectations to enhance their impact on purchase decisions.

H₃ Brand Ambassador has a positive effect on Purchase Decision

2.7.4. Effect of Purchase Decision on Customer loyalty

Purchase decision involves a sequence of choices formed by a consumer before making a final purchase, which begins once the consumer has a willingness to fulfill a need. This decision-making process includes determinations regarding the place of purchase, the preferred brand, model, quantity, timing, amount of money to be spent, and payment method. Consumers rely on both internal information from past experiences and external information sources when assessing their options. Moreover, consumers generally seek to minimize perceived risks during their purchase decisions, integrating various marketing programs and non-commercial information in their evaluation process (Hanaysha, 2018).

The impact of purchasing decisions on customer loyalty is extensively documented in numerous research, demonstrating that consumer choices during transactions significantly influence their allegiance to a brand or organization. Purchase decisions are regarded as behavioral manifestations of loyalty, wherein customers who consistently select a brand exhibit a greater propensity for ongoing patronage, favorable word-of-mouth, and resistance to competition pressures (Razy & Lajevardi, 2015). The correlation is notably robust in e-commerce settings, exemplified by Tokopedia, where habitual purchase behavior enhances consumer loyalty by fostering trust and pleasure through reliable and favorable shopping experiences (Duh & Pwaka, 2023).

Cachero-Martínez et al., (2024) assert that the purchase decision substantially influences consumer loyalty in social companies via the mediating factors of happiness and contentment. When consumers engage in sustainable purchases from social companies, the resultant fulfillment of personal and social aims amplifies their enjoyment with the acquisition. This satisfaction subsequently enhances loyalty behaviors, such as repurchase intention, word-of-mouth intention, and readiness to pay a premium. The meta-analytic study by Santini et al. (2019) demonstrates that impulse buying significantly influences purchase decision-making, suggesting that consumers who have impulsive buying tendencies are more inclined to make repeat purchases in the future. The correlation between impulse buying and customer loyalty was determined to be insignificant, indicating that although impulse buying affects immediate purchasing choices, it does not inherently lead to enhanced commitment to the brand or shop. These findings underscore the distinction between impulsive purchasing behavior and enduring loyalty outcomes in consumer behavior research.

H4 Purchase Decision has a positive effect on Customer loyalty

2.7.5. Effect of Company Image on Customer Loyalty

A company's image has a direct impact on customer loyalty since it shapes consumers' perceptions and emotional connections with the brand. When customers believe a brand reflects their values and provides pleasant experiences, they are more likely to remain loyal and recommend it to others. In contrast, if a company's image is inconsistent or unfavorable, client trust and loyalty can swiftly deteriorate. A strong, good brand image is essential in the automobile accessories industry, where distinctiveness is crucial. Companies that project an image of quality, dependability, and customer-focused innovation are more likely to be favored by consumers, resulting in enhanced brand loyalty and customer retention. Brand ambassadors frequently play a key role in shaping and reinforcing a company's brand, using their personal image and influence to coincide with the company's values and messages.

In this study, the effect of company image in influencing customer loyalty is investigated through the lens of OTOPROJECT, an automotive accessories firm. The study explores how brand ambassadors influence OTOPROJECT's company image and the ensuing impact on customer loyalty, providing significant insights for businesses in similar competitive industries. Company Image includes the following four elements according to Shirley Harrison (2003),

- 1. Personality** is the overall characteristics of the company that are understood by the target public, such as a company that can be trusted, or a company that has social responsibility.
- 2. Reputation** is what the company does and is believed by the target public based on their own experience and that of other parties. A company's reputation is always attached to its image and has an impact on customer expectations of the services provided by the company. If the company's service performance meets or exceeds the resulting image, it can serve to strengthen the company's image, or perhaps even improve it. However,

if performance is below expectations, the resulting image will fade significantly.

3. **Value** is the values that the company has, in other words, company culture, such as a management attitude that cares about customers, and employees who respond quickly to customer requests and complaints.
4. **Corporate Identity** is the components that make it easier for the target public to recognize the company, such as logos, colors, and slogans.

The company image, commonly known as brand image, significantly impacts customer loyalty. It includes the perceptions, beliefs, and associations that consumers form regarding a brand, influenced by its reputation, marketing strategies, and overall market presence. A positive corporate reputation not only draws in new clientele but also cultivates loyalty among current customers. When consumers have a favourable perception of a brand, they are more inclined to regard its products and services as high-quality and reliable, which is crucial for fostering enduring relationships (Lea-Greenwood, 2012). Studies from Sar Dewi et al., (2020) demonstrate that enterprises possessing a robust brand image can sustain competitive advantages and garner enhanced customer loyalty.

H5: Company image has a positive effect on customer loyalty

2.7.6. Effect of Brand Ambassador on Customer loyalty

The influence of brand ambassadors on customer loyalty is substantial and multifaceted, as they act as vital connections between consumers and the brands they endorse. By building trust and credibility, brand ambassadors significantly contribute to a consumer's decision to remain loyal to a brand. When an ambassador embodies traits of trustworthiness and expertise, customers are more inclined to extend their trust to the brand itself (Cicik Wijayanti & Ernawati, 2023). This relationship fosters a sense of loyalty, as consumers feel more secure in their purchasing decisions, believing that the brand will deliver on its promises. The credible brand ambassador can

enhance customer loyalty significantly, as customers are more likely to stick with brands they trust (F. Wang & Hariandja, 2016). Showing commitment, trust, and satisfaction, to measure customer loyalty according to Kotler & Keller (2016)

1. **Referrals** occur when satisfied customers recommend a company's products or services to others, such as friends, family, or colleagues. Referrals indicate a high level of trust and satisfaction because customers actively endorse the brand, leveraging their networks. Companies track referrals through metrics such as Net Promoter Score (NPS), word-of-mouth mentions, or referral program participation
2. **Repeat Orders** are purchases made by the same customer over time, showcasing their preference for the company's offerings. Repeat orders signify that customers find consistent value in the products or services, which is a direct measure of loyalty. Key metrics include customer purchase frequency, average order value, and lifetime purchase patterns.
3. **Customer Retention** refers to the ability of a company to retain its customers over a given period by continuously meeting or exceeding their expectations. It highlights the effectiveness of the company's relationship management and the strength of its value proposition. Metrics such as customer retention rate, churn rate, and customer lifetime value (CLV) are used to evaluate retention.

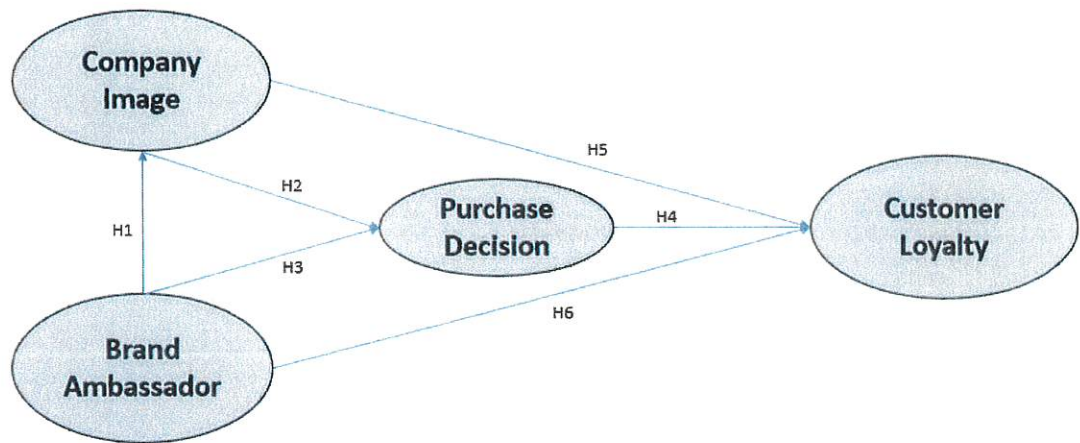
Brand ambassadors improve the brand experience, which builds consumer loyalty. Ambassadors can positively impact consumer attitudes by telling authentic stories and demonstrating product value (Salsabila & Purwanto, 2024). This personalized approach encourages repeat purchases and brand favorability. Consumers associate a well-aligned ambassador's positive image with the brand, reinforcing their decision to repurchase.

H₆: Brand ambassador has a positive effect on customer loyalty

2.8 Research Framework

This study examines the complex interplay among brand ambassadors, company image, and consumer loyalty. It asserts that the efficacy of a brand ambassador is evaluated through factors such as transference, credibility, congruence, attractiveness, and influence. It influences both the company's image and customer loyalty, both directly and indirectly. The research framework is as follows:

Research Framework



Based on the research framework, there are several hypotheses to examine:

Hypothesis:

H₁: Brand ambassador has a positive effect on the company's image

H₂: Company Image has a positive effect on Purchase Decision

H₃: Brand Ambassador has a positive effect on Purchase Decision

H₄: Purchase Decision has a positive effect on Customer loyalty

H₅: Company image has a positive effect on customer loyalty

H₆: Brand ambassador has a positive effect on customer loyalty

CHAPTER III METHODOLOGY

3.1 Introduction

This chapter provides a comprehensive overview of the research methodology and procedures that were implemented to accomplish the research objectives. It includes a comprehensive discussion of the study design, a precise definition of the target population, and a rationale for the selected sample size. Additionally, the sampling strategy, the research instrument employed for data collection, and the specific data collection strategy implemented are all meticulously documented. Ultimately, the chapter delves into the meticulous procedures implemented to guarantee the validity and reliability of the data, which concludes with an explanation of the analytical instruments that are implemented for data processing and interpretation.

3.2 Research Design

Research design, as articulated by Sekaran & Bougie (2021), underscores a systematic approach to addressing challenges in specific settings through structured methodologies and frameworks. The chosen research design is strategically crafted to deliver insights into diverse phenomena, thereby improving decision-making and driving organizational effectiveness. Hair et al. (2018) assert that research design includes a range of methodologies and strategic frameworks crucial for executing impactful studies. The available literature underscores the critical need for meticulous planning, strategic sampling techniques, and the development of effective instruments to ensure the establishment of robust findings.

This study employs a hypothesis testing. Hypothesis testing is a statistical method used to evaluate a presumption or predictions about a population derived from samples. The investigated literature emphasizes several uses of hypothesis testing, particularly in business, marketing, and organizational culture research (Sekaran, U., & Bougie, 2021).

3.3 Population and Sample

Population is a fundamental concept that encompasses the size, structure, and dynamics of groups of individuals within particular contexts (Creswell & Creswell, 2018). Populations can be found in a variety of settings. In the context of a research project, the term "population" refers to the entire group of individuals, events, or various things of interest that the researcher intends to investigate and draw conclusions about (Sekaran, U., & Bougie, 2021).

Sample represents a smaller and more manageable subset of the population that has been chosen for examination. Sample aims to embody the entirety of the population. Researchers examine the sample to collect data and insight, which they subsequently employ to formulate inferences and derive conclusions regarding the broader population (J. Hair et al., 2018). The objective is to choose a sample that faithfully represents the traits of the population, thereby the sample must accurately reflect the population to enable the generalization of the study's findings to the entire population (Sekaran, U., & Bougie, 2021).

The data analysis in this study will be gathered by distributing questionnaires to 100 participants. As mention in Cohen table the study will have 6 arrows with 5% significance level and minimum R square 0,25 the number of participants should be 75, and its rounded to 100 participants so this study will collect data from 100 participants utilizing 44 indicators, which is generally acceptable for Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis, as PLS-SEM demonstrates robustness for smaller sample sizes and intricate models. The sampling method employs purposive sampling, a technique that incorporates specific considerations to ensure that the sample is practical and suitable for the study. The sampling method employed is Non Probability Sampling. This approach ensures that every element or member of the population has the same chance of being chosen as criteria. This study

employs purposive sampling to address specific considerations in the selection of samples (Sekaran, U., & Bougie, 2021). The criteria of respondents are:

1. Range age ≥ 17 years old.
2. Domiciled in the JABODETABEK area.

Table 3. 1 Sample Size

Maximum number of arrows pointing at a construct	Significance Level											
	1%				5%				10%			
	Minimum R ²				Minimum R ²				Minimum R ²			
	0.10	0.25	0.50	0.75	0.10	0.25	0.50	0.75	0.10	0.25	0.50	0.75
2	158	75	47	38	110	52	33	26	88	41	26	21
3	170	84	53	42	124	59	38	30	100	48	30	25
4	191	91	58	46	137	65	42	33	111	53	34	27
5	202	98	62	50	147	70	45	36	120	58	37	30
6	217	103	66	53	157	75	48	39	128	62	40	32
7	228	109	69	56	166	80	51	41	136	66	42	35
8	238	114	73	59	174	84	54	44	143	69	45	37
9	247	119	76	62	181	88	57	46	150	73	47	39
10	256	123	79	64	189	91	59	48	156	76	49	41

Source: Cohen (1992)

3.4 Data Collection

Researchers employed a questionnaire method that was directly distributed to customers of OTOPROJECT for data collection. Sekaran & Bougie (2021) describe the questionnaire technique as a method for gathering data through the distribution of questions or statements to participants, who then provide their responses to these inquiries. Data for this study will be acquired from questionnaires that respondents will complete online. The responders will receive the questionnaire via Google Forms over WhatsApp on their mobile devices and email. Questionnaire is a set of items that aims to collect data about respondents' opinions, intentions, perceptions, experiences, and attitudes.

3.5 Measurement of Variables

This research study applies the Likert scale to quantify information about all three variables in the automobile accessories sector. The Likert scale

is a psychometric instrument frequently utilized in research involving questionnaires, predominantly serving as a method for quantifying responses in survey studies. This study will utilize Likert scale sets on a five-point scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, and 5 = Strongly Agree).

Table 3. 2 Operationalization of Variables

Variable	Dimension	Items	Measurement Items	Source
Brand Ambassador	Transference	BA1	Fitra Eri has improved my perception of the Otoproject brand.	Lea-Greenwood, G. (2013)
		BA2	I believe in Fitra Eri's support for the Otoproject brand.	
		BA3	My admiration for Fitra Eri increased my desire to choose the Otoproject brand.	
	Credibility	BA4	Fitra Eri demonstrates strong expertise in the products he supports.	Wiedmann & Von Mettenheim. (2021).
		BA5	I trust Fitra Eri to provide accurate information about his support for a product.	
		BA6	Fitra Eri's skills make me feel confident about his product recommendations.	
		BA7	I believe Fitra Eri genuinely cares about their audience and prioritizes their best interests when promoting products.	
	Congruence	BA8	Fitra Eri's persona is in line with the image of the Otoproject brand.	Lea-Greenwood, G. (2013)
		BA9	Fitra Eri represents the values upheld by the Otoproject Brand.	
		BA10	There is a strong connection between Fitra Eri's lifestyle and Otoproject brand products.	
	Attractiveness	BA11	Fitra Eri is physically attractive to me.	Lea-Greenwood, G. (2013)
		BA12	Karisma Fitra Eri drew my attention to the Otoproject brand.	
		BA13	I find Fitra Eri's style appealing, increasing my interest in the Otoproject brand.	
	Power	BA14	I feel that Fitra Eri's support had a significant impact on my decision to purchase the Otoproject brand.	Lea-Greenwood, G. (2013)

		BA15	Fitra Eri's popularity influenced my perception of the Otoproject brand.	
		BA16	I believe that Fitra Eri can influence the audience to buy the Otoproject brand.	
Company image	Personality	CI1	The Otoproject brand is innovative.	Geuens et al., (2009)
		CI2	The Otoproject brand can deliver on its promises.	
		CI3	The Otoproject brand itself is competitive.	
		CI4	Otoproject brand offer is not complicated	
		CI5	This brand evokes positive associations with consumer sentiment.	
	Reputation	CI6	The Otoproject brand is trustworthy.	Hasim et al., (2024)
		CI7	This Otoproject brand is reputable.	
		CI8	This Otoproject brand makes honest claims.	
		CI9	The values behind the Otoproject brand are strong.	
	Values	CI10	The Otoproject brand creates a positive image	Steffl et al., (2024)
		CI11	This Otoproject Brand offers value for money.	
		CI12	This Otoproject Brand makes me want to use its product	
		CI13	This Otoproject Brand is a good product for the price.	
	Identity	CI14	This corporation is different from its competitors	Zarei et al., (2020)
		CI15	This Corporate is different from the other brands in the sector	
		CI16	This corporation has high status.	
		CI17	This corporation is very upscale.	
Purchase Decision	Satisfaction	PD1	I am happy with my decision to purchase products from this store brand.	Hanaysa (2018)
		PD2	Overall, I am satisfied with my purchase from this store.	
	Repurchase	PD3	I often buy from this store brand.	
		PD4	I intend to buy from this store brand again in the future.	
	Brand Advocacy	PD5	I will positively recommend this store brand to others.	

Customer Loyalty	Refferals	CL1	I would definitely recommend This Brand to family and peers	Adhikari & Panda (2019)
		CL2	I would spread good things about This Brand while talking to my friends.	
	Repeat Order	CL3	I am willing to continue using this Brand in the future.	Adhikari & Panda (2019)
		CL4	I will stick to buying this Brand even if I get better deals on other brands.	
	Customer Retention	CL5	I enjoy buying products from this brand	Hanaysha, (2018)
		CL6	I am loyal to this store's brand	

3.6 Validity and Reliability test of the instrument

3.6.1. Validity of the instrument

Validity tests, as defined by Hair et al. (2018), are methodologies employed to evaluate the precision and suitability of a measurement instrument in research. Validity denotes the degree to which a test accurately assesses what it purports to measure and the extent to which the conclusions derived from the data can be extrapolated to the relevant population. The objective of validating the questionnaire items is to assess whether the indicators can sufficiently represent each of these factors. This can demonstrate that the measurement indicators employed possess content validity, meaning they constitute an adequate and representative instrument aligned with the theoretical concept.

The first validity test, the convergent validity test, is assessed by the factor loading value of each variable indicator, with data deemed valid when the factor loading value for each indicator reaches a minimum of 0.70. It can be concluded that 50% of the indicators are explicable by variable constructs. The second assessment of convergent validity is Average Variance Extracted (AVE), which must exceed 0.50 to be deemed valid (Hair et al., 2022). Discriminant validity is the second test of validity, determining whether a relationship exists between two variables in the study or if the variables are independent. Discriminant validity assesses the extent of relationships among variables. The Fornell-Larcker criterion, Cross Loading score, and Heterotrait-

Monotrait Ratio (HTMT) represent three essential measures of discriminant validity that must be satisfied. A variable must possess a value that exceeds the cross-loading of other variables. The Fornell-Larker criterion method can be employed for testing, requiring that the square root of the Average Variance Extracted (AVE) for each variable exceeds the correlation values among the variables in the model (Hair et al., 2018).

The assessment of the chosen variables will be examined through alternative variables in an empirical framework. Consequently, establishing discriminant validity indicates that a variable is distinct and characterizes a phenomenon not represented by other variables in the model. Typically, there are three indicators of discriminant validity. Primarily, cross-loading serves as the principal method to ascertain the discriminant validity of an indicator. The outer loading indicator must exceed all cross-loadings of other variables. The Heterotrait-Monotrait Ratio (HTMT) provides enhanced sensitivity and specificity compared to cross-loading and the Fornell-Larcker criterion. HTMT values under 0.9 are considered valid results. Conversely, if the value approaches 1, it indicates that the data lacks discriminant validity. The Table 3.2 below explain the rule of thumb for validity test.

Table 3. 3 Validity Test Rule of Thumb

Test	Connotation	Value	Source
Factor Loading	$\geq$	0.70	Hair et al. (2017)
AVE	$\geq$	0.50	Hair et al. (2017)
Square root of AVE	$\geq$	Correlation Value between constructs	Hair et al. (2017)
Cross Loading	$\geq$	0.70	Hair et al. (2017)
HTMT	$\leq$	0.90	Hair et al. (2017)

Source: Hair et al., (2017)

3.6.2. Reliability test of the Instrument

Reliability test measures the consistency or stability of a research instrument's scores for the same individual administered at different times. Reliability is an assessment that indicates the degree to which a measurement is error-free, thereby ensuring consistent results over time and across different points on the instrument (Sekaran, U., & Bougie, 2021). The reliability test aims to assess the consistency level of each statement. A statement is considered reliable if the respondent's answers to the proposed statement consistently align with one another. The reliability test involves two key factors: Cronbach's alpha and composite reliability.

Composite reliability assesses the true reliability value of the variable. The results of composite reliability range from 0 to 1, with the magnitude of the value serving as an indicator of model reliability. A composite reliability value exceeding 0.70 indicates that the variable is considered reliable. Composite reliability is often considered superior to Cronbach's alpha for assessing the reliability of data. The value produced by composite reliability can be asserted as consistent. In the interim, the value generated by Cronbach alpha is regarded as exhibiting lower consistency. The values generated by composite reliability and Cronbach alpha may vary because of their individual limitations (Hair et al., 2018). Table 3.3 below delineates the guideline for reliability tests.

Table 3. 4 Reliability Test Rule of Thumb

Test	Connotation	Value	Source
Cronbach's Alpha	$\geq$	0.70	Hair et al. (2017)
Composite Reliability	$\geq$	0.70	Hair et al. (2017)

Source: Hair et al., (2017)

3.7 Data analysis Method

Once the processing of the data has been finished, the next step will be to analyzed the raw data.

3.7.1. Data Preparation

The research instrument will first be put through a pre-test with thirty participants, which will consist of a validity test to determine whether or not the contents of the questionnaire are valid. This will be followed by a reliability and validity test, which will determine how accurate the instrument is in producing reliable data for research. In this investigation, which involves two independent variables, we will employ a data analysis technique that is derived from the testing of hypotheses and the model of structural equations, and we will do so with the application Smart PLS 4.

3.7.2. Respondent Profile and Descriptive Analysis

The analysis of respondents will furnish information about the sample profile and its representation of the actual population that meets the criteria, as well as support the findings and conclusions. The questionnaire for Part A will utilize descriptive evaluation to calculate the mean, frequency distribution, and proportional representation of the demographic information provided by respondents. The statistics will be analyzed, focusing on all variables' principal trends and variations, including mean, range, standard deviation, and variance.

3.7.3. Structural Equation Model Analysis

Structural Equation Model or abbreviated as SEM is a statistical framework used in research that has many variables, to help authors assemble models or connect variables (Hermawan & Yusran, 2017). This study employs PLS-SEM utilizing Smart PLS 4. The convergence of diverse elements predicts outcomes. R-squared illustrates the significance of the correlation. PLS-SEM accommodates ambiguous concepts and intricate models (Creswel, 2013). Formative and reflective indicators are incorporated into measurement and structural models in PLS-SEM. Predictive or theoretical research is performed utilizing PLS-SEM. In this experiment, prediction superseded parameter estimation. PLS-SEM can be utilized to analyze non-normal and moderating data. Complex models can be assessed utilizing PLS-SEMs (Hair et al., 2022).

The structural model, referred to as the inner model in PLS-SEM, illustrates the relationship between the independent and dependent variables. It illustrates their construction and the interconnecting pathways within a structural model. The path model was constructed in a sequential manner. In the route model, the dependent variable is positioned on the right, while the independent variable is situated on the left. The aim of the PLS-SEM parameter estimation process is to optimize the explained variance of the endogenous latent variables. The predictive capability of models is assessed concerning endogenous variables. The essential criteria for evaluating a structural model in PLS SEM include collinearity, path coefficients, coefficients of determination (R-square), and effect size (F-square) (Hair et al., 2022). Additionally, researchers must also consider the validity and reliability of the measurements used in the model.

Table 3. 5 SEM-PLS Model Assesment Criteria

Assessment	Rule of Thumb	Conclusion
Collinearity	VIF < 10 or Tolerance > 0.20	Low collinearity is essential for stable and reliable model estimates. High collinearity (VIF > 10 or Tolerance < 0.20) may lead to unstable results.
R-squared (R ²)	> 0.19 (weak), > 0.33 (moderate), > 0.67 (substantial)	Represents the proportion of variance in the endogenous variable explained by the exogenous variables. Higher R ² generally indicates a better fit.
Effect Size (f ²)	> 0.02 (small), > 0.15 (medium), > 0.35 (large)	Measures the practical significance of each predictor variable's influence on the endogenous variable. Larger f ² values suggest a stronger effect.
Predictive Relevance (Q ²)	> 0	Indicates the model's ability to predict the endogenous variable out-of-sample. A positive Q ² suggests that the model has predictive relevance.
Standardized Root Mean Square Residual (SRMR)	< 0.08	SRMR measures the overall model fit. Lower SRMR values indicate a better fit. The acceptable range for SRMR can vary depending on the research context and sample size.

Source: Hair et al., (2022)

3.8 Hypothesis testing

In Structural Equation Modeling with Partial Least Squares (SEM-PLS), hypothesis testing primarily emphasizes assessing the significance and direction of relationships among latent variables. The structural model depicts these relationships through path coefficients. Hair et al. (2022) assert that a fundamental guideline for hypothesis testing in SEM-PLS is to evaluate the statistical significance of the path coefficients. This is usually ascertained by analyzing the p-value linked to each path coefficient. A p-value below 0.05 indicates a statistically significant relationship between the two constructs. In addition to significance, it is essential to assess the orientation of the path coefficient. The direction must correspond with the proposed relationship. If the hypothesis posits a positive correlation between two constructs, the path coefficient must be positive.

SEM-PLS hypothesis testing also uses t-tests to evaluate path coefficient significance (Sekaran, U., & Bougie, 2021). Bootstrapping, which generates empirical distributions of path coefficients and standard errors, is used for this. The calculated t-value is compared to critical values from the t-distribution to determine if construct relationships are statistically significant. Example: At a 5% significance level ($\alpha = 0.05$), the critical t-value for a two-tailed test is around 1.645. The null hypothesis (H_0), assuming no significant relationship (path coefficient = 0), is rejected if the calculated t-value exceeds the threshold and the corresponding p-value is less than 0.05. Statistical evidence supports the alternative hypothesis (H_1), indicating a significant relationship between constructs (J. F. Hair et al., 2022).

CHAPTER IV

FINDING, ANALYSIS & DISCUSSION

4.1 Introduction

This chapter discusses the comprehensive process and outcomes of questionnaire development, validity and reliability assessment, data processing, data collection, data analysis results, and descriptive analysis of the findings. The Google form facilitated the creation of the questionnaire, which was then released to the public in July 2025 for anyone who fulfilled the following criteria:

1. Range age ≥ 17 years old.
2. Domiciled in the Jabodetabek area.

The process of explaining the results and analyzing the data starts with data treatment, which includes addressing missing values and outliers, followed by a thorough evaluation of the data. The SmartPLS 4 software was utilized to gather both descriptive and inferential statistical data. Subsequently, the measurement and structural models will be employed to assess it. The findings from the hypothesis testing were eventually provided.

4.2 Validity and Reliability Test

This study employed a sample of 100 responses from the questionnaire to assess the validity of each item by examining the outer loadings value of each indicator. The value of the outer loadings should exceed 0.70 (Hair et al., 2022). The assessment of convergent validity for the measurement model involves examining the Outer Loading and the Average Variance Extracted (AVE). Hair et al. (2022)s suggest that for outer loadings, a threshold of 0.700 or higher is recommended, while the Average Variance Extracted (AVE) for each construct should be no less than 0.50. The findings indicate that all constructs—Brand Ambassador, Company image, Purchase Decision, and Customer Loyalty—exhibit AVE values that notably exceed the 0.50 threshold, with values ranging

from 0.674 to 0.838. This suggests that the constructs account for a significant portion of the variation observed in their corresponding items. Nevertheless, the researchers found it necessary to remove item BA11, as its outer loading appeared to fall short of the recommended threshold of 0.700. This indicated that it did not sufficiently contribute to the Brand Ambassador construct.

The evaluation of internal consistency reliability for the constructs is conducted through the use of Cronbach's Alpha and Composite Reliability. According to Sekaran & Bougie. (2021), it is recommended that both values reach a threshold of 0.70 or above. The findings indicate that each of the constructs satisfies this criterion, as evidenced by Cronbach's Alpha and Composite Reliability values exceeding 0.90 for all four constructs. For instance, the Brand Ambassador variable demonstrates a Cronbach's Alpha of 0.965 and a Composite Reliability of 0.969. Similarly, the Company image variable exhibits a Cronbach's Alpha of 0.973 and a Composite Reliability of 0.975. The elevated values suggest that the items within each construct demonstrate a strong level of consistency and reliability in assessing the intended latent variables.

Tabel 4. 1 Construct Validity & Realibility

Variable	Items	Outer Loading	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)
Brand Ambassador	BA1	0,842	0,965	0,969	0,674
	BA2	0,840			
	BA3	0,828			
	BA4	0,839			
	BA5	0,794			
	BA6	0,839			
	BA7	0,828			
	BA8	0,810			
	BA9	0,825			
	BA10	0,822			

	BA12	0,760			
	BA13	0,808			
	BA14	0,795			
	BA15	0,847			
	BA16	0,834			
Company image	CI1	0,888	0,973	0,975	0,701
	CI2	0,823			
	CI3	0,796			
	CI4	0,759			
	CI5	0,842			
	CI6	0,813			
	CI7	0,848			
	CI8	0,856			
	CI9	0,878			
	CI10	0,887			
	CI11	0,856			
	CI12	0,850			
	CI13	0,797			
	CI14	0,879			
	CI15	0,803			
	CI16	0,871			
	CI17	0,767			
Purchase Decision	PD1	0,913	0,952	0,963	0,838
	PD2	0,925			
	PD3	0,930			
	PD4	0,923			
	PD5	0,886			
Customer Loyalty	CL1	0,916	0,959	0,967	0,830
	CL2	0,927			
	CL3	0,906			
	CL4	0,929			
	CL5	0,912			
	CL6	0,876			

Source: PLS-SEM Data Process, 2025

4.3 Data Preparation

Prior to examining the fundamental descriptive statistics and frequency distributions of the data, a thorough process of data screening and editing was conducted. Therefore, as indicated by Hair et al. (2018), it is possible to identify missing values and outliers that fall outside the expected range. In order to ensure that no missing data has been overlooked and to verify its accuracy, the researcher carefully reviews each respondent's answers and confirms their completeness. All participants completed the Google form thoroughly and as intended, with no missing data identified. The previous question needed to be adequately addressed before the response could proceed to the next one. Sekaran & Bougie (2021) describe outliers as extreme values that can be identified within interval or ratio data collections. Given that the study did not identify any outliers among the respondents' answers, the profile of the respondents will undergo further data analysis.

4.4 Demographic Profile of The Respondents

Respondents were selected with the following requirements:

1. Range age ≥ 17 years old.
2. Domiciled in the JABODETABEK area.

The demographic profile of the respondents is shown in Table 4.2. are below

Tabel 4. 2 Demographic Profile of The Respondent

Demographic Variables	Category	Total Number	%
Gender	Male	69	69%
	Female	31	31%
Age	20 - 25 Years Old	18	18%
	26 - 30 Years Old	50	50%
	> 30 Years Old	32	32%
Occupation	Student	11	11%
	Employee	58	58%

	Entrepreneur	31	31%
Monthly Income	< Rp. 4.500.000	7	7%
	Rp. 4.500.000 – Rp. 8.500.000	56	56%
	> Rp. 8.500.000	37	37%
Duration of purchasing products at Otoprojects	< 6 month	9	9%
	6 month – 1 year	51	51%
	1 – 2 years	34	34%
	> 2 years	6	6%
Frequency of Otoprojects product purchases in the past year	2 – 3 times	68	68%
	4 – 5 times	26	26%
	> 5 times	6	6%

The demographic data indicates that a significant portion of the respondents, specifically 69%, are male. The predominant age group among the respondents falls within the range of 26 to 30 years, accounting for 50% of the total. This is closely followed by individuals over 30 years old, who make up 32% of the respondents. A majority of individuals are employed, making up 58% of the workforce, while a notable 31% are engaged in entrepreneurial activities. A majority of respondents report a monthly income ranging from Rp. 4,500,000 to Rp. 8,500,000, accounting for 56% of the sample. Additionally, 51% of these individuals have been purchasing products from Otoprojects for a period of 6 months to 1 year. A significant portion of the respondents, 68%, reported making purchases 2 to 3 times.

The demographic profile above aligns with the multidimensional definition of premium consumers in emerging markets, as the majority are male working professionals—comprising employees and entrepreneurs who possess the disposable income necessary to prioritize symbolic and functional value over basic utility. Specifically, with 50% of respondents aged 26–30 and 93% earning above Rp 4.500.000, this cohort represents the rising middle class that McKinsey (2019) identifies as drivers of premium mobility through their search

for social stratification and high-quality performance. Their status as premium customers is further evidenced by brand loyalty and "connected" consumption habits; 91% of respondents have been purchasing products for at least six months, and 32% exhibit high-frequency behavior (purchasing more than four times), reinforcing the research that premium consumers in emerging economies like Indonesia value a sustained "experiential" relationship with a brand rather than one-off, price-sensitive transactions (Sharmelly & Klarin, 2021).

4.5 Descriptive Statistics

4.5.1 Mean and Central Tendencies of Variable

A Descriptive analysis of the variables and sample that highlights the key characteristics and factors of the dataset as understood by the participants. Descriptive statistics provide a thorough summary of the information gathered from the questionnaire by utilizing statistical measures such as mean, standard deviation, and variance. We will evaluate the normal distribution of the scores for the continuous variables. The Brand Ambassador (BA) serves as the independent variable. The relationship between Company Image (CI) and Purchase Decision (PD) serves as an intervening variable, while Customer Loyalty (CL) is identified as the dependent variable. Five-point Likert scales were employed to measure all the listed variables.

Tabel 4. 3 Mean Value and Data Distribution of the Variables

	BA	CI	CL	PD
Valid	100	100	100	100
Missing	0	0	0	0
Mean	3,897	3,839	4,010	4,004
Std. Deviation	0,814	0,859	0,997	0,980

Source: PLS-SEM Data Report, 2025

The study comprised 100 valid respondents, with complete data for all variables as indicated by the descriptive statistics. The average scores for all latent variables reflect an overall favorable perception. Customer Loyalty (CL) exhibits the highest mean at 4.010, closely followed by Purchase Decision (PD) at 4.004, indicating a robust consensus among respondents concerning these factors. The mean for Brand Ambassador (BA) is 3.897, while Company image (CI) has a mean of 3.839, both remaining within the positive range. The standard deviations for all variables range from approximately 0.8 to 1.0, signifying a moderate degree of variability in the responses. The consistently elevated mean scores across all four variables indicate that respondents possess a generally positive perception of the brand's ambassador, company image, purchase decisions, and loyalty to the company.

4.5.2 Brand Ambassador

The overall average score of 3.897 for the Brand Ambassador indicators indicates that respondents generally hold a positive view. This average value suggests that respondents frequently associated with the statements concerning the Brand Ambassador. The individual mean scores demonstrate a range from 3.75 to 4.08, reinforcing the conclusion that no single item stands out as being rated particularly low or high. This suggests that the qualities of the brand ambassador are viewed favorably and reliably in various contexts.

Tabel 4. 4 Mean Value of Brand Ambassador (BA) Indicator

	N	Mean	Std. Deviation
BA1	100	3,81	0,929
BA2	100	4,03	1,029
BA3	100	3,85	1,029
BA4	100	3,84	1,012
BA5	100	4,08	1,061
BA6	100	3,85	1,029
BA7	100	3,96	1,044

BA8	100	3,82	1,029
BA9	100	3,99	0,980
BA10	100	3,89	0,984
BA12	100	3,82	0,957
BA13	100	3,75	0,925
BA14	100	3,89	1,004
BA15	100	3,94	0,983
BA16	100	3,94	0,952

Source: PLS-SEM Data Report, 2025

Based on the descriptive statistics for the Brand Ambassador variable, the analysis shows that the data was collected from a sample of 100 respondents for each item (N=100). The mean scores for the items range from a low of 3.75 (BA13) to a high of 4.08 (BA5). These mean values, all falling between 3.75 and 4.08 on a scale that is likely a 5-point Likert scale (as is common in this type of research), suggest that respondents generally have a positive perception of the Brand Ambassador attributes. The standard deviations, which range from 0.925 (BA13) to 1.061 (BA5), indicate a moderate level of dispersion in the responses, meaning there is some variability in how respondents rated the different items. Overall, the results suggest a consistent, positive perception of the Brand Ambassador variable among the respondents.

4.5.3 Company Image

The descriptive statistics for the Company image (CI) variable, derived from a sample of 100 respondents, indicate a predominantly favorable perception. The average score across all indicators is 3.84, indicating that respondents generally feel positively about the statements concerning the company's image. The score significantly exceeds the neutral midpoint of 3.0 on a 5-point Likert scale, suggesting that most participants view the company's image positively.

Tabel 4. 5 Mean Value of Company Image (CI) Indicators

	N	Mean	Std. Deviation
CI1	100	4,01	1,040
CI2	100	3,86	1,073
CI3	100	3,92	1,002
CI4	100	3,79	1,028
CI5	100	3,68	1,014
CI6	100	3,83	1,074
CI7	100	3,89	1,081
CI8	100	3,76	1,016
CI9	100	3,86	1,015
CI10	100	3,88	0,988
CI11	100	3,83	1,006
CI12	100	3,86	0,995
CI13	100	3,83	0,975
CI14	100	3,89	1,043
CI15	100	3,78	1,106
CI16	100	3,83	1,025
CI17	100	3,76	1,074

Source: PLS-SEM Data Process, 2025

The consistent mean scores observed across all 17 indicators, ranging from a low of 3.68 (CI5) to a high of 4.01 (CI1), further support the conclusion of a robust and stable company image. The relatively small range of means indicates that respondents' positive perceptions extend beyond a few specific aspects of the company's image, reflecting a general appreciation across all measured attributes. The standard deviations, all hovering around 1.0, suggest a moderate level of variance in the responses. However, this variability does not significantly detract from the overall positive outcome observed.

4.5.4 Purchase Decision

The descriptive statistics for the Purchase Decision (PD) variable indicate a notably strong positive inclination among the 100 respondents. The overall score across all indicators stands at precisely 4.00, highlighting an important observation. This score falls comfortably within the good range on a standard 5-point Likert scale, indicating that respondents generally hold a favorable view of the factors that shape their purchasing choices.

Tabel 4. 6 Mean of Purchase Decision (PD) Indicators

	N	Mean	Std. Deviation
PD1	100	3,92	1,079
PD2	100	4,07	1,121
PD3	100	4,05	1,048
PD4	100	3,92	1,079
PD5	100	4,06	1,052

Source: PLS-SEM Data Process, 2025

The robustness of these findings is underscored by the individual mean scores, which consistently range from 3.92 (PD1 and PD4) to 4.07 (PD2), indicating a strong overall performance. The high standard deviations, approximately 1.0, suggest that there is some variation in individual responses; however, this variability does not diminish the overall trend of strong agreement. The consistently high scores across all indicators indicate that respondents have a favorable view of the various factors influencing their purchasing decisions.

4.5.5 Customer Loyalty

The analysis of the descriptive statistics for the Customer Loyalty (CL) variable indicates that the 100 respondents exhibit a notably strong positive perception. The overall score for all indicators stands at 4.01, placing it

comfortably within the high range on a standard 5-point Likert scale. The elevated average indicates that the respondents regularly experience a profound sense of loyalty.

Tabel 4. 7 Mean of Customer Loyalty (CL) Indicators

	N	Mean	Std. Deviation
CL1	100	4,14	1,073
CL2	100	3,99	1,168
CL3	100	3,99	1,000
CL4	100	3,93	1,157
CL5	100	3,93	1,094
CL6	100	4,08	1,107

Source: PLS-SEM Data Process, 2025

The specific mean scores reinforce this finding, showing a close and elevated range from 3.93 (CL4 and CL5) to 4.14 (CL1). The high standard deviations, approximately 1.0, suggest a moderate level of variability in the responses. However, this variability does not detract from the overall trend of strong agreement observed in the data. The consistently high scores across all indicators indicate that the respondents possess a stable and positive sense of loyalty.

4.6 Measurement Model Evaluation

The primary purpose of assessment the measurement model is to assess the validity and reliability of the manifest variables. Consistency was assessed through individual manifest and construct reliability tests. Reflective measurement models are evaluated through three key criteria: internal consistency, convergent validity, and discriminant validity. The goal is to assess the complete research model illustrated in Figure 4.1, utilizing both the measurement model and the structural model evaluation. To evaluate the measurement model, it is essential to meet several criteria that demonstrate both construct validity and reliability.

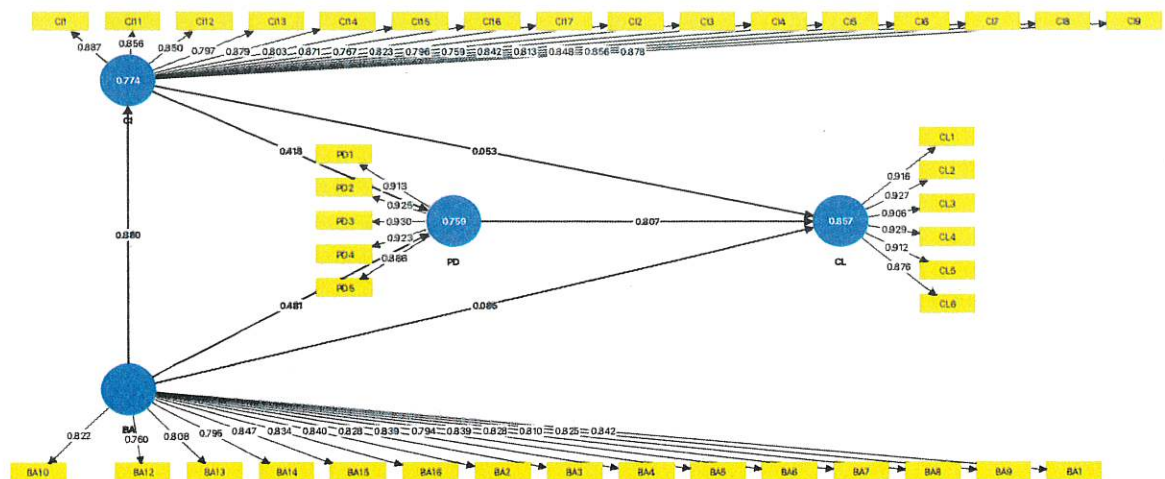


Figure 4. 1 Research Model

Source: PLS-SEM4 Report, 2025

The discriminant validity of a measurement model demonstrates that a construct is empirically established as distinct from other constructs (Hair et al., 2022). The Fornell-Larcker criterion was analyzed to establish discriminant validity. The square root of each construct's AVE must exceed its highest correlation with any other construct, as per the Fornell-Larcker criteria. Table 4.9 presents a summary of the evaluation criteria together with a comprehensive explanation of the Fornell-Larcker criteria.

Tabel 4. 8 Fornell Larcker Evaluation

	BA	CL	PD
BA	0,821		
CI	0,880		
CL	0,816	0,911	
PD	0,849	0,924	0,915

Source: PLS-SEM4 Report, 2025

The model exhibits good discriminant validity, as indicated by the table 4.9 results, which show that each variable's root value is greater than the correlation.

4.7 Structural Model Evaluation

Identifying issues related to collinearity (VIF), path coefficients (β), coefficients of determination (R^2), and effect sizes (f^2) is part of the assessment of the structural model (Hair et al., 2022). The variance of the dependent variable is assessed in relation to the variation in the independent variable by the coefficient of determination, denoted as R Squared (R^2). A greater score indicates elevated precision levels; the R^2 value ranges from 0 to 1.

Tabel 4. 9 Coefficient Determination (R^2)

	R-square
CI	0,774
CL	0,857
PD	0,759

Source: PLS-SEM4 Report, 2025

The R-square values in table 4.10 indicate that the model possesses substantial explanatory power for all three endogenous variables. The R-square value for Company image (CI) is 0.774, signifying that the independent variables in the model account for 77.4% of the variance in Company image.

The R-square score for Purchase Decision (PD) is 0.759, indicating that 75.9% of its variance is accounted for by the model's predictors. Customer Loyalty (CL) exhibits the highest R-square value of 0.857, indicating that 85.7% of the variance in Customer Loyalty is explained by the model, R-squared values of 0.67 or more are typically regarded as significant, indicating that these results exhibit a high degree of predictive accuracy in the model's capacity to elucidate variations in these variables.

Tabel 4. 10 Path Coefficient, VIF, and F^2

Hypotheses	Relationship	Path coefficients	VIF	F-Square
H1	BA -> CI	0,880	1,000	3,431
H2	BA -> CL	0,085	5,393	0,009
H3	BA -> PD	0,481	4,431	0,217
H4	CI -> CL	0,053	5,155	0,004
H5	CI -> PD	0,418	4,431	0,163
H6	PD -> CL	0,807	4,155	1,097

Source: PLS-SEM4 Report, 2025

The correlations among the variables can be examined based on the path coefficients, VIF, and F-square values presented in Table 4.11. The VIF (Variance Inflation Factor) values, all below the conventional threshold of 5, suggest that multicollinearity is not a substantial concern in the model. This indicates that the independent variables exhibit little correlation with one another, facilitating a reliable interpretation of the path coefficients.

The F-square values evaluate the magnitude of each relationship's effect size. A score of 0.02 denotes a little influence, 0.15 indicates a medium effect, and 0.35 represents a high effect. The associations BA -> CI ($F^2=3.431$), PD -

> CL ($F^2=1.097$), and BA $\rightarrow$ PD ($F^2=0.217$) have large to medium effect sizes, indicating a significant influence on their corresponding dependent variables. Nonetheless, the associations BA $\rightarrow$ CL ($F^2=0.009$) and CI $\rightarrow$ CL ($F^2=0.004$) have minimal effect sizes, signifying their low influence,

The Path Coefficients indicate the magnitude and orientation of the associations. The most robust positive correlations are shown between BA $\rightarrow$ CI (0.880) and PD $\rightarrow$ CL (0.807), signifying that Brand Ambassador exerts a substantial beneficial impact on Company image, while Purchase Decision significantly influences Customer Loyalty. The associations BA $\rightarrow$ PD (0.481) and CI $\rightarrow$ PD (0.418) are both favorable and somewhat robust. Conversely, BA $\rightarrow$ CL (0.085) and CI $\rightarrow$ CL (0.053) have exceedingly weak, nearly insignificant, positive correlations.

4.8 Hypotheses Testing

Comprehending the results of hypothesis testing is essential as it enables us to ascertain the presence of a positive effect or the statistical significance of the data. SmartPLS4 was employed at the conclusion of the data analysis to assess the importance of the path coefficients and evaluate the proposed linkages. The bootstrapping process produces empirical t-values that are deemed significant at a specific error level if they exceed the critical value. The critical value for the one-tailed test in this study was 1.65 (significance level = 5%) (Hair et al., 2022). Table 4.12 Display the result of test:

Table 4.12 Hypothesis Thesis Result

	Relationship	Original sample (O)	T statistics (O/STDEV)	P values	Conclusion
H1	Brand Ambassador $\rightarrow$ Company Image	0,880	25,724	0,000	Supported
H2	Company Image $\rightarrow$ Purchase Decision	0,418	2,867	0,002	Supported
H3	Brand Ambassador $\rightarrow$ Purchase Decision	0,481	3,328	0,000	Supported

H4	Purchase Decision → Customer Loyalty	0,807	9,100	0,000	Supported
H5	Company Image → Customer Loyalty	0,053	0,577	0,282	Not Supported
H6	Brand Ambassador → Customer Loyalty	0,085	0,715	0,237	Not Supported

Source: PLS-SEM4 Report, 2025

The study indicates that four of the six submitted hypotheses are supported, but two are not. The hypotheses are evaluated utilizing p-values and T-statistics. A link is deemed statistically significant and hence supported if the p-value is below 0.05 and the T-statistic exceeds 1.96.

The findings indicate that Brand Ambassador exerts a robust and statistically significant positive influence on Company image (H1), demonstrated by a path coefficient of 0.880, a T-statistic of 25.724, and a p-value of 0.000. Company image exerts a substantial positive influence on Purchase Decision (H2), evidenced by a path coefficient of 0.418, a T-statistic of 2.867, and a p-value of 0.002. The impact of Brand Ambassador on Purchase Decision (H3) is significantly substantiated, evidenced by a path coefficient of 0.481, a T-statistic of 3.328, and a p-value of 0.000. Finally, Purchase Decision has a robust and significant positive influence on Customer Loyalty (H4), evidenced by a path coefficient of 0.807, a T-statistic of 9.100, and a p-value of 0.000.

Nevertheless, the study reveals that two hypotheses lack support. The correlation between Company image and Customer Loyalty (H5) is not significant, as evidenced by a p-value of 0.282, which exceeds 0.05, and a T-statistic of 0.577, which is below 1.96. The correlation between Brand Ambassador and Customer Loyalty (H6) is not substantiated, evidenced by a p-value of 0.237 and a T-statistic of 0.715. This indicates that although Brand Ambassador and Company image are crucial for affecting purchasing decisions, they do not exert a direct, substantial influence on consumer loyalty within this framework. The path coefficient of 0.085 for the relationship between Brand Ambassador (BA) and Customer Loyalty (CL) indicates a very weak direct

effect, suggesting that simply having a known figurehead does not automatically translate into long-term retention for Otoprojects. In the context of the automotive accessories industry in emerging markets, this finding aligns with the research of Kostring (2019), which posits that premium customers are highly analytical and "digitally disrupted"; they require more than just celebrity endorsement to commit to a brand. Consequently, for Otoprojects, the Brand Ambassador serves primarily as a "door opener" to create awareness and intent, but the actual conversion to a loyal, repeat customer depends on the product's ability to provide the "symbolic and functional value" that defines the premium experience (Sharmelly & Klarin, 2021).

4.9 Discussion of Findings

The discussion focuses on the study's prioritization of research topics within its research objectives. Six hypotheses were formulated to direct the analysis in order to achieve the research objectives. The PLS-SEM results will determine if the proposed hypothesis is substantiated or not. Each hypothesis will be assessed in the subsequent manner.

4.9.1 The Effect of Brand Ambassador on Company image

The findings indicate that the hypothesis suggesting a significant positive impact of Brand Ambassadors on Company image (H1) is indeed supported. The statistical findings reveal a remarkably strong and highly significant relationship, characterized by a path coefficient of 0.880, a T-statistic of 25.724, and a p-value of 0.000. This finding suggests that the choice and use of a brand ambassador significantly influence the public's perception of the company. The brand ambassador's positive qualities, credibility, and reputation are seamlessly conveyed to the company, contributing to the development of a robust and favorable company image. This finding aligns with established marketing theory, which suggests that selecting the right endorser can significantly influence how a brand is perceived and can bolster a company's reputation.

The theory asserting the beneficial impact of brand ambassadors on corporate or brand image is supported by studies highlighting their significant significance in improving brand perceptions. Brand ambassadors, typically public people or celebrities, act as a significant conduit between the firm and consumers by personifying the brand's ideals, hence cultivating a positive brand image (Rosari & Simamora, 2024). Heider's balance theory posits that connections between high-image brand ambassadors and a brand can enhance brand impression by fostering cognitive and emotional equilibrium in consumers' thoughts. This indicates that when customers view a brand ambassador favorably, this positive perception extends to the brand itself.

4.9.2 The Effect of Company Image on Purchase Decision

The findings indicate that the hypothesis suggesting a significant positive influence of Company image on Purchase Decision (H2) is indeed supported. The analysis demonstrates a noteworthy relationship, characterized by a path coefficient of 0.418, a T-statistic of 2.867, and a p-value of 0.002. This finding highlights the importance of a positive company image as a significant factor that shapes consumers' purchasing decisions. When a company is regarded as reputable, trustworthy, and socially responsible, consumers experience a heightened sense of confidence in their purchasing decisions. This perception diminishes the feeling of risk associated with their choices and enhances their readiness to make a purchase. This illustrates that a robust reputation is not just an intangible idea; rather, it serves as a concrete asset that actively influences consumer behavior and plays a significant role in driving sales.

This finding aligns the studies conducted by Salsabila & Purwanto. (2024) which collectively demonstrate that a favorable brand image directly incentivizes consumer purchases and encourages repeat buying behavior. This research regularly demonstrates that consumers are more inclined to select

brands with robust, positive pictures, as these images suggest trustworthiness, quality, and reliability.

4.9.3 The Effect of Brand Ambassador on Purchase Decision

The findings indicate that the hypothesis suggesting a significant positive impact of Brand Ambassadors on Purchase Decisions (H3) is indeed supported. The findings reveal a noteworthy connection, characterized by a path coefficient of 0.481, a T-statistic of 3.328, and a p-value of 0.000. This suggests that the impact of the brand ambassador reaches directly into the consumer's ultimate choice to buy the product or service. When consumers hold admiration, trust, or a sense of connection with a brand ambassador, they are more inclined to respond positively to their endorsement, perceiving it as a personal recommendation. This highlights the strategic implementation of brand ambassadors as a powerful marketing approach that can effectively stimulate consumer interest and boost sales.

The findings of this research indicate that brand ambassadors positively influence purchase decisions, supporting the study by Dewi et al. (2020), which asserts that the existence of brand ambassadors enhances brand awareness, hence reinforcing brand image and ultimately affecting buy decisions. This effect highlights the strategic importance of choosing ambassadors who resonate with the brand's target demographic and values to enhance the credibility and effectiveness of endorsements. Brand ambassadors, typically comprising celebrities or public figures, function as influential reference groups capable of efficiently conveying brand messaging and enhancing brand awareness and trust. The results of hypothesis testing indicate that brand ambassadors have a large and favorable impact on purchasing decisions on the platform. This influence arises as brand advocates augment the appeal and credibility of the endorsed products, ultimately incentivizing customers to make purchasing decisions.

4.9.4 The Effect of Purchase Decision on Customer Loyalty

The findings indicate that the hypothesis suggesting a significant positive relationship between Purchase Decision and Customer Loyalty (H4) is indeed supported. The relationship represented in this model stands out as the most robust, characterized by a path coefficient of 0.807, a T-statistic of 9.100, and a p-value of 0.000. This finding holds considerable importance and highlights the essential role that a positive purchase experience plays in nurturing long-term loyalty. When a consumer engages in a purchase and finds satisfaction in the result, it serves to strengthen their trust in the brand. This, in turn, enhances the probability of future purchases and encourages the sharing of positive experiences with others. This indicates that the first transaction is not just an isolated occurrence; rather, it serves as a crucial foundation for establishing a meaningful and enduring relationship with the customer.

Previous research underscores that purchasing decisions profoundly influence consumer loyalty, hence corroborating these empirical results (Salsabila & Purwanto, 2024). The study underscores pragmatic measures, including enhancing the customer experience in the purchasing process and utilizing tailored marketing to promote repeat purchases (Wiedmann & von Mettenheim, 2020). These strategies enhance client involvement and cultivate increased loyalty. The study establishes a substantial positive correlation between purchasing decisions and customer loyalty.

4.9.5 The Effect of Company image on Customer Loyalty

The hypothesis suggesting that Company image significantly enhances Customer Loyalty (H5) does not find support in the data. The statistical analysis reveals a relationship that is not significant, indicated by a path coefficient of 0.053, a T-statistic of 0.577, and a p-value of 0.282. This finding is both intriguing and significant, as it indicates that although a positive company image plays a vital role in drawing customers in and shaping their initial purchasing choices (as demonstrated in H2), it does not necessarily lead to

enduring customer loyalty. Loyalty, in this context, seems to be a more profound and experiential aspect, likely influenced by the direct satisfaction derived from the product or service itself, rather than merely the overall reputation of the company.

This finding is consistent with previous research by Tumewu et al. (2017), which also concluded that brand image did not have a substantial direct impact on consumer loyalty. A probable explanation for this gap is the demographic and perceptual incongruence between the brand image and the consumer base. For instance, Tokopedia's brand image is regarded as more macho, mostly attracting male users, although the study sample is predominantly composed of female customers, indicating a segmentation gap that undermines the direct connection to brand loyalty.

The mediating role of purchase decisions is essential in enhancing the indirect influence of brand image on customer loyalty. The purchase decision functions as a behavioral mechanism whereby favorable brand perception converts into loyalty. Previous study highlights that purchasing behavior strengthens consumer commitment, hence enhancing loyalty results associated with brand image. The mediating effect is emphasized by robust statistical evidence in the studies, indicating that brand ambassadors greatly influence purchase decisions, subsequently enhancing customer loyalty, so establishing this pathway as a critical factor for marketers.

4.9.6 The Effect of Brand Ambassador on Customer Loyalty

The hypothesis suggesting that Brand Ambassador plays a significant positive role in enhancing Customer Loyalty (H6) does not find support in the current analysis. The findings indicate that there is no significant relationship, as evidenced by a path coefficient of 0.085, a low T-statistic of 0.715, and a p-value of 0.237. This suggests that although a brand ambassador can play a significant role in shaping initial purchase choices, their influence does not necessarily translate into the cultivation of enduring customer loyalty. This

indicates that a brand ambassador's role is mainly focused on the initial stages of the customer journey, where they capture attention and facilitate initial transactions. However, it is the ongoing relationship and loyalty that develop from the customer's personal experiences with the product or service that truly matter.

The findings suggest that although brand ambassadors frequently play a pivotal part in marketing efforts, their direct impact on customer loyalty is not consistently substantiated and may be influenced by other factors, such as purchasing decisions. This indicates that, in certain instances, the involvement of a celebrity or influencer as a brand ambassador does not directly result in heightened loyalty without intermediary mechanisms. Purchase decisions act as a crucial mediator, wherein brand ambassadors sway consumers to make purchases, and these purchasing behavior subsequently cultivate loyalty. These findings align with extensive marketing literature from Kotler & Armstrong (2018) & the research conducted by Nabila & Prasetyawati (2024) that emphasizes the intricate relationships among brand ambassador credibility, consumer involvement, and loyalty. Research underscores the necessity of congruence between the brand ambassador's persona and the target audience's inclinations to enhance efficacy.

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Introduction

The last chapter of the study will address the findings and recommendations. This chapter will analyze the study objectives and assess if they have been achieved. This chapter will highlight both theoretical and practical contributions. The study's shortcomings and recommendations for future research will be examined.

5.2 Conclusion

The research supports the hypothesis that Brand Ambassadors exert a substantial positive influence on Company image (H1). The statistical findings indicate a robust and very significant correlation between the selection and utilization of a brand ambassador and the public's perception of the organization. The brand ambassador's commendable attributes, credibility, and reputation are effectively communicated to the organization, enhancing a strong and pleasant company image. This corresponds with marketing theory, indicating that choosing the appropriate endorser can profoundly affect brand perception and enhance a company's reputation. Brand ambassadors, often famous figures or celebrities, serve as intermediaries between the company and consumers, embodying the brand's values and fostering a favorable brand image. Heider's balance theory posits that associations between esteemed brand ambassadors and a brand can improve brand perception by promoting cognitive and emotional harmony in customers' minds.

The research substantiates the hypothesis that a favorable business image substantially affects purchasing decisions (H2). The findings indicate a substantial correlation among a company's reputation, trustworthiness, and social responsibility, which fosters consumer confidence in purchase decisions. This view mitigates the risk linked to decisions and enhances their willingness

to make a purchase. A strong reputation is not merely an abstract concept but a concrete asset that affects consumer behavior and propels sales. This corresponds with research by Salsabila & Purwanto (2024), indicating that a positive brand image directly stimulates purchases and fosters recurrent buying behavior. Consumers tend to prefer brands with strong, favorable images, as these imply trustworthiness, quality, and reliability.

The research supports the theory that Brand Ambassadors exert a substantial beneficial influence on purchasing decisions (H3). The findings indicate a substantial correlation between brand ambassadors and customer choices, evidenced by a path coefficient of 0.481, a T-statistic of 3.328, and a p-value of 0.000. Consumers who possess admiration, trust, or a sense of affiliation with a brand ambassador are more inclined to react favorably to their endorsement, perceiving it as a personal suggestion. This underscores the intentional deployment of brand ambassadors as an effective marketing tactic that can enhance consumer engagement and increase sales. The research corroborates Dewi et al. (2020) findings that brand ambassadors augment brand awareness, strengthen brand image, and ultimately influence purchasing decisions. Brand ambassadors, often celebrities or public people, function as important reference groups that adeptly communicate brand messaging and augment brand recognition and trust. The findings of hypothesis testing indicate that brand ambassadors significantly influence purchasing decisions on the platform in a positive manner.

The research supports the hypothesis that a substantial positive correlation exists between Purchase Decision and Customer Loyalty (H4). The strong model, featuring a path coefficient of 0.807, a T-statistic of 9.100, and a p-value of 0.000, illustrates the significance of a favorable buying experience in fostering enduring loyalty. A content consumer enhances their trust in the brand, hence augmenting the probability of future acquisitions and promoting the dissemination of favorable experiences. The initial transaction serves as a fundamental basis for cultivating a significant relationship with the customer.

Prior research corroborates these findings, and the study proposes pragmatic strategies, including the improvement of customer experience and the use of targeted marketing to encourage repeat purchases, so boosting client engagement and fostering greater loyalty.

The research indicates that a favorable company image does not substantially improve customer loyalty, yet it influences client attraction and first purchasing decisions. This discovery is crucial as it indicates that loyalty is a deeper and experienced element, likely shaped by the direct enjoyment obtained from the product or service, rather than the company's overall reputation. This finding aligns with prior research by Tumewu et al. (2017), which also determined that brand image lacked a significant direct effect on consumer loyalty. The mediating function of purchase decisions is crucial in amplifying the indirect impact of brand image on customer loyalty. Prior research has indicated that purchasing behavior reinforces consumer commitment, hence improving loyalty outcomes linked to brand image. Brand ambassadors significantly impact purchasing decisions, hence augmenting client loyalty, which renders this avenue essential for marketers.

The present analysis does not support the hypothesis that a brand ambassador markedly improves consumer loyalty (H6). The findings indicate no substantial correlation between brand ambassadors and customer loyalty, implying that their impact does not inherently lead to lasting loyalty. The job of brand ambassadors is predominantly concentrated on the earliest phases of the customer experience, when they attract attention and enable transactions. The enduring relationship and loyalty cultivated from the customer's personal experiences with the product or service are paramount. The data indicate that the direct effect of brand ambassadors on customer loyalty is not consistently validated and may be affected by additional factors, such as purchase decisions. Purchase decisions serve as a vital intermediary, with brand ambassadors influencing consumers to buy, so fostering loyalty. These findings correspond with marketing literature and research that highlights the complex

interconnections among brand ambassador credibility, consumer engagement, and loyalty (Kotler & Armstrong, 2018; Nabilla & Prasetyawati, 2024).

5.3 Contribution of The Study

5.3.1. Theoretical Contribution

This study provides a substantial theoretical addition by enhancing and clarifying the comprehension of consumer behavior, specifically within the niche setting of the car accessories sector. This study offers empirical evidence for the linkages among Brand Ambassador, Company image, Purchase Decision, and Customer Loyalty specifically within the context of a car accessories firm, building upon prior research that established these connections in a broader sense. The findings significantly contest the presumption of a direct correlation between a robust Company image or the impact of a Brand Ambassador and Customer Loyalty. The study illustrates that while these variables significantly predict the Purchase Decision, they do not directly influence long-term loyalty, hence emphasizing the essential mediating function of the Purchase Decision. This indicates a more intricate, two-phase process in which brand and endorsement initially enable a purchase, and the ensuing satisfaction with that purchase thereafter serves as the principal factor influencing loyalty.

5.3.2 Practical Contribution

The results of this study provide actionable insights for car accessories companies like Otoprojects to optimize their marketing and business strategies. Firstly, the strong and significant effects of Brand Ambassador on both Company image and Purchase Decision validate the investment in ambassador programs. The company should continue leveraging brand ambassadors to build a favorable reputation and attract new customers, recognizing this as an effective top-of-funnel strategy.

Secondly, the finding that a strong Company image significantly influences Purchase Decision underscores the importance of maintaining a positive brand reputation through product quality, reliable service, and strong communication. Most critically, the study's key finding that the Purchase Decision is the strongest predictor of Customer Loyalty dictates a strategic shift in focus. To build a loyal customer base, the company must prioritize and meticulously optimize the entire purchase experience, from the point of sale to after-sales service. This includes ensuring product satisfaction, seamless transactions, and robust customer support, as these factors, more so than brand image or ambassador endorsements, are what ultimately drive repeat business and customer retention.

5.3.3 Limitation of The Study and Recommendation for Future Study

This study, although offering significant insights, is constrained by various constraints that impact the generalizability of its findings. The sample size of 100 respondents in the JABODETABEK area is comparatively limited, potentially failing to reflect the entirety of the automotive accessories market. The demographic characteristics of the respondents, primarily male and confined to a particular age and income range, further limit the applicability of the findings to other customer segments. Secondly, the study used a cross-sectional design, collecting data at a singular moment in time. This constrains the capacity to infer the long-term and causal relationships between the variables, including how brand ambassador impact or impressions of company image may evolve over time. Ultimately, the research concentrates on a singular entity, Otoprojects, indicating that the results may be exclusive to its particular brand, marketing tactics, and market standing. The conclusions may not be immediately applicable to other firms within the broader car accessories sector, especially those functioning in distinct geographical or competitive environments.

In light of the study's shortcomings, some recommendations for future research are suggested. To improve the representativeness and generalizability of the findings, future research should utilize a bigger and more diverse sample, ensuring a fair distribution of genders, age groups, and income levels. A longitudinal study design is strongly advised to monitor the relationships between variables over time, so offering a more profound comprehension of the enduring effects of brand ambassadors and company image on consumer loyalty. Moreover, subsequent research could broaden its scope by undertaking a comparative analysis of several automotive accessory firms or by duplicating this study in diverse nations to evaluate the model's validity across various cultural and market situations. Finally, to attain a more refined comprehension of the unsupported hypotheses, forthcoming research could investigate additional potential mediating variables, such as "perceived product quality" or "post-purchase satisfaction," to elucidate the indirect mechanisms by which company image and brand ambassadors ultimately influence customer loyalty (Kotler & Armstrong, 2018).

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APPENDEXIES

PROFIL RESPONDEN

Isilah data diri saudara sesuai dengan keadaan yang sebenarnya.

- 1) Jenis Kelamin : a. Laki -laki
b. Perempuan
- 2) Usia : a. < 20 Tahun
b. 20 - 25 Tahun
c. 26 - 30 Tahun
d. > 30 Tahun
- 3) Pekerjaan : a. Pelajar
b. Mahasiswa
c. Karyawan
d. Pengusaha
e. lainya_____
- 4) Pendapatan perbulan : a. < Rp. 4.500.000
b. Rp. 4.500.000 – Rp. 8.500.000
c. > Rp. 8.500.000
- 5) Sudah Berapa lama anda membeli produk di Otoprojects?
 - a. < 6 Bulan
 - b. 6 Bulan – 1 Tahun
 - c. 1 – 2 Tahun
 - d. > 2 Tahun
- 6) Berapa kali anda membeli produk Otoprojects dalam 1 tahun terakhir?
 - a. < 2 kali
 - b. 2 – 3 kali
 - c. 4 – 5 kali
 - d. > 5 Kali

PERNYATAAN KUESIONER

Petunjuk Pengisian:

Berilah tanda checklist (✓) pada salah satu pilihan jawaban yang tersedia sesuai dengan persepsi saudara.

Nilai 1 = Sangat tidak setuju.

Nilai 4 = Setuju.

Nilai 2 = Tidak setuju.

Nilai 5 = Sangat Setuju.

Nilai 3 = Cukup setuju.

	Indikator	Jawaban				
		1	2	3	4	5
1	Sosok Fitra Eri meningkatkan persepsi saya terhadap Merek Otoproject.					
2	Saya memercayai dukungan Fitra Eri terhadap Merek Otoproject.					
3	Kekaguman saya pada Fitra Eri meningkatkan keinginan saya untuk memilih Merek Otoproject.					
4	Fitra Eri menunjukkan keahlian yang kuat dalam produk yang mereka dukung.					
5	Saya memercayai Fitra Eri dalam memberikan informasi yang jujur dan akurat tentang dukungannya pada suatu produk.					
6	Keterampilan Fitra Eri membuat saya merasa yakin dengan rekomendasi mereka.					
7	Saya percaya Fitra Eri benar-benar peduli terhadap audiens mereka dan mengutamakan kepentingan terbaik mereka saat mempromosikan produk.					
8	Persona Fitra Eri selaras dengan citra Merek Otoproject.					
9	Fitra Eri mewakili nilai-nilai yang dijunjung tinggi oleh Merek Otoproject.					
10	Ada hubungan yang kuat antara gaya hidup Fitra Eri dan produk Merek Otoproject.					
11	Fitra Eri menarik secara fisik bagi saya.					
12	Karisma Fitra Eri menarik perhatian saya pada Merek Otoproject.					

13	Saya menemukan gaya Fitra Eri menarik, meningkatkan minat saya pada Merek Otoproject.					
14	Saya merasa bahwa dukungan Fitra Eri memiliki dampak signifikan pada keputusan saya untuk membeli Merek Otoproject.					
15	Popularitas Fitra Eri memengaruhi persepsi saya terhadap Merek Otoproject.					
16	Saya percaya bahwa Fitra Eri dapat mempengaruhi audiens untuk membeli Merek Otoproject.					
17	Merek Otoproject inovatif.					
18	Merek ini dapat memenuhi janjinya.					
19	Merek ini sendiri kompetitif.					
20	Penawaran merek Otoproject tidak rumit.					
21	Merek ini membangkitkan hubungan positif dengan perasaan konsumen.					
22	Merek Otoproject dapat dipercaya.					
23	Merek Otoproject memiliki reputasi baik.					
24	Merek Otoproject membuat klaim yang jujur.					
25	Nilai-nilai di balik merek Otoproject kuat.					
26	Merek Otoproject menimbulkan persepsi positif.					
27	Merek Otoproject menawarkan nilai uang yang baik.					
28	Merek Otoproject membuat saya ingin menggunakan produknya.					
29	Merek Otoproject adalah produk yang bagus untuk harganya.					
30	Perusahaan ini berbeda dari pesaingnya.					
31	Perusahaan ini berbeda dari merek lain di sektor ini.					
32	Perusahaan ini memiliki status tinggi.					
33	Perusahaan ini sangat mewah.					
34	Saya merasa senang dengan keputusan saya untuk membeli produk dari merek toko ini.					
35	Secara keseluruhan, saya puas dengan pembelian barang dari toko ini.					
36	Saya sering membeli dari merek toko ini.					
37	Saya berniat untuk membeli lagi dari merek toko ini di masa mendatang.					
38	Saya akan merekomendasikan merek toko ini secara positif kepada orang lain.					
39	Saya pasti akan merekomendasikan Merek ini kepada keluarga dan teman sebaya.					
40	Saya akan menyebarkan hal-hal baik tentang Merek ini saat berbicara dengan teman-teman saya.					
41	Saya bersedia untuk terus menggunakan Merek ini di					

	masa mendatang.					
42	Saya akan tetap membeli Merek ini meskipun saya mendapatkan penawaran yang lebih baik dari merek lain.					
43	Saya menikmati membeli produk dari merek ini.					
44	Saya setia pada merek toko ini.					