

THE EFFECT OF SERVICE QUALITY AND ONLINE PROMOTION ON CUSTOMER LOYALTY THROUGH CUSTOMER SATISFACTION AT F3B BEAUTY HOUSE

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Abstract

Customer loyalty is essential for the sustainability of aesthetic clinics, particularly amid increasing competition and the growing use of digital promotional channels. This study examines the effects of service quality and online promotion on customer loyalty, with customer satisfaction as a mediating variable at F3B Beauty House. A quantitative explanatory design with a cross-sectional survey approach was employed. Data were collected through an online questionnaire from 361 customers selected using purposive sampling. Eligible respondents were at least 18 years old, had completed at least two visits or transactions within the previous 12 months, and had been exposed to the clinic's online promotions. The data were analyzed using partial least squares structural equation modeling. The results show that service quality and online promotion positively and significantly affect customer satisfaction and customer loyalty. Customer satisfaction also has a positive and significant effect on customer loyalty and demonstrates the largest practical effect. Furthermore, customer satisfaction partially mediates the effects of service quality and online promotion on customer loyalty. The model explains 66.9% of the variance in customer satisfaction and 68.3% of the variance in customer loyalty. These findings emphasize the importance of integrating consistent service quality, interactive online promotion, and satisfactory customer experiences to strengthen sustainable customer loyalty.

Keywords: *Customer Loyalty; Customer Satisfaction; Online Promotion; Service Quality*

1. INTRODUCTION

Beauty and aesthetic clinics operate in an increasingly competitive service environment in which customers evaluate not only treatment outcomes but also the total experience before, during, and after treatment. Aesthetic services are closely associated with personal appearance, perceived clinical risk, trust, and intensive interaction between customers and service personnel. Consequently, customer loyalty is reflected not only in repeat visits, but also in psychological commitment, willingness to recommend the clinic, and resistance to competing offers. For aesthetic clinics, loyalty is strategically important

because it supports stable revenue, lowers dependence on continuous customer acquisition, and generates credible positive word-of-mouth.

Service quality is a principal determinant of customer evaluation in health-related services. It reflects customers' assessments of physical facilities, reliability, responsiveness, assurance, and individualized attention. Previous evidence indicates that reliability and responsiveness strengthen customer satisfaction, which subsequently increases revisit intention and loyalty (Meesala & Paul, 2018; Rauf et al., 2024). Service quality also includes technical quality, referring to the results received by customers, and functional quality, referring to the way services are delivered. Although successful treatment outcomes remain essential, clear communication, prompt administrative processes, personalized attention, and consistent service procedures may strongly shape customers' overall evaluation of the service encounter (Kasiri et al., 2017).

This relationship is particularly relevant in aesthetic clinics because customers expect safe procedures, visible results, professional personnel, comfortable facilities, timely service, and adequate post-treatment assistance. Evidence from the Indonesian beauty-clinic industry shows that service quality increases customer satisfaction and that satisfaction contributes to revisit intention and loyalty (Lienata & Berlianto, 2023). Thus, modern facilities and reliable treatment outcomes alone may be insufficient when customers experience lengthy waiting times, slow check-in or check-out procedures, inadequate communication, or limited post-treatment follow-up. Customer satisfaction is therefore expected to function as an evaluative mechanism through which service quality is converted into sustainable loyalty.

Alongside service quality, online promotion has become an important instrument for customer acquisition and relationship management. Through Instagram, TikTok, WhatsApp, and other digital channels, aesthetic clinics can communicate treatment information, prices, facilities, promotional programs, and customer experiences while interacting directly with prospective and existing customers. Relevant, informative, interactive, and credible promotional content can increase perceived value, engagement, brand awareness, and satisfaction (Chen & Lin, 2019). A meta-analysis by Ibrahim (2022) also identified a positive association between social media marketing activities and brand loyalty. Nevertheless, online promotion does not automatically create sustainable loyalty because digital messages primarily establish expectations that must be confirmed by the actual service experience.

Customer satisfaction is therefore central to explaining whether online promotion ultimately develops into loyalty. Social media engagement and satisfaction influence repurchase intention, particularly when customers actively consume, contribute to, and create brand-related content (Majeed et al., 2022). Social customer relationship management can likewise strengthen loyalty both directly and indirectly through customer satisfaction (Malki et al., 2024). These findings indicate that online promotion may stimulate awareness and initial visits, but continuing loyalty depends on whether the promised value is

consistently realized through treatment outcomes, service processes, communication, and post-treatment support.

The empirical problem is evident at F3B Beauty House, an aesthetic clinic in the Jatiwaringin area of East Jakarta that promotes its treatments, products, facilities, prices, and promotional programs through Instagram, TikTok, and WhatsApp. Internal customer records show that the clinic has not maintained stable customer growth. The number of customers increased from 2,997 in 2020 to 3,701 in 2022, but subsequently declined to 3,435 in 2023 and 2,897 in 2024, before recovering only slightly to 2,989 in 2025. This fluctuation suggests that customer acquisition has not consistently developed into sustained retention and loyalty. The principal operational indicators are summarized in Table 1.

Table 1. Key Customer and Service Indicators at F3B Beauty House

Indicator	Operational Evidence	Research Implication
Average customer visits, 310.3 customers per Quarter III of 2025	month	Represents a relatively strong customer-visit period
Average customer visits, 201.7 customers per Quarter IV of 2025	month	Approximately 35.0% lower than Quarter III
Customer retention rate	65%	Below the clinic's retention benchmark of more than 75%
Positive word-of-mouth rate	70% of active customers	Customer advocacy has not reached its expected level
Increase in online advertising expenditure	25%	Higher promotional expenditure has not necessarily generated long-term loyalty
Online-acquired customers making more than two purchases	40%	Online promotion is more effective for acquisition than loyalty formation
Stronger service dimensions	Tangibility and reliability	Customers positively perceive facilities and treatment outcomes
Weaker service dimensions	Responsiveness and empathy	Delays and limited post-treatment follow-up may reduce satisfaction

Source: F3B Beauty House internal customer and operational records, 2026.

The 2025 monthly data provide a sharper indication of the problem. Total visits increased from 708 in Quarter II to 931 in Quarter III, but fell sharply to 605 in Quarter IV, representing a 35.0% decline. Average monthly visits consequently decreased from approximately 310 customers in Quarter III to approximately 202 customers in Quarter IV. During the same period, the customer-retention rate averaged only 65%, below the clinic's benchmark of more than 75%, while positive word-of-mouth reached only 70% of active

customers. These conditions indicate that a substantial proportion of customers did not return and that emotional commitment and customer advocacy remained limited.

The operational evidence further reveals a mismatch between customer acquisition, digital promotion, and loyalty formation. Although online advertising expenditure increased, only a limited proportion of digitally acquired customers completed more than two purchases. Internally, the clinic's tangibility and treatment reliability were assessed more positively than responsiveness and empathy. Lengthy check-in and check-out procedures, inconsistent communication, and inadequate post-treatment follow-up may therefore weaken the conversion of technically satisfactory treatments and promotional exposure into satisfaction, repeat visits, and recommendations. The research problem is not merely whether the clinic can attract customers, but why its service and promotional efforts have not consistently produced stable loyalty.

Previous studies have separately established the importance of service quality, customer satisfaction, social media marketing, engagement, repurchase intention, and loyalty across healthcare and other service industries. However, limited research has simultaneously examined service quality as an offline experiential factor and online promotion as a digital communication factor in explaining loyalty through customer satisfaction within the Indonesian aesthetic-clinic context. This integration is theoretically and managerially important because loyalty may depend on both the quality of the actual service encounter and the consistency between promotional claims and delivered performance. Accordingly, this study examines the effects of service quality and online promotion on customer loyalty at F3B Beauty House, with customer satisfaction as a mediating variable. It tests the direct effects among the constructs and the indirect effects of service quality and online promotion on loyalty through satisfaction. The findings are expected to clarify the mechanism through which operational service improvements and credible digital communication can be transformed into repeat visits, positive recommendations, and sustainable customer loyalty.

2. RESEARCH METHOD

This study employed a quantitative explanatory design with a cross-sectional survey approach. It examined the direct and indirect relationships among service quality, online promotion, customer satisfaction, and customer loyalty. Customer satisfaction was positioned as a mediating variable between the two exogenous variables and customer loyalty. Partial least squares structural equation modeling (PLS-SEM) was selected because the study simultaneously estimated relationships among latent constructs, assessed measurement quality, and tested multiple direct and mediating effects (Hair et al., 2019).

The study was conducted at F3B Beauty House, Jl. Raya Jatiwaringin No. 9B, Cipinang Melayu, Makasar District, East Jakarta, Indonesia. Data collection was conducted

from January to June 2026. The unit of analysis was an individual customer who had received treatment or purchased a product from the clinic.

Table 2. Research Design and Respondent Selection

Component	Description
Research approach	Quantitative explanatory research
Research design	Cross-sectional survey
Research location	F3B Beauty House, East Jakarta, Indonesia
Data-collection period	January-June 2026
Population	3,701 registered customers
Sampling technique	Non-probability purposive sampling
Minimum respondent age	18 years
Purchase criterion	At least two visits or transactions during the previous 12 months
Digital criterion	Had viewed or interacted with F3B Beauty House's online promotional content
Final sample	361 respondents
Main instrument	Structured online questionnaire
Statistical technique	PLS-SEM using SmartPLS

Source: *Data Processed, 2026*

The target population consisted of 3,701 customers recorded in the clinic's customer database. Respondents were selected using purposive sampling because the constructs could only be evaluated by customers with relevant service and digital-promotion experience. Eligible respondents were at least 18 years old, had completed at least two visits or transactions at F3B Beauty House during the previous 12 months, and had been exposed to or interacted with its online promotional activities.

where n represents the required sample, N is the population size, and e is the tolerated precision level. Because respondents were recruited purposively rather than randomly, Equation (1) was treated as an operational recruitment target rather than a probability-based estimate of sampling error. A total of 361 eligible and complete responses were retained. This sample was also considered adequate for PLS-SEM estimation because sample-size adequacy should consider model complexity, statistical power, and the expected magnitude of path coefficients rather than relying solely on simplified rules of thumb (Kock & Hadaya, 2018; Memon et al., 2020).

Primary data were collected through a structured questionnaire distributed electronically using Google Forms. The questionnaire link was provided only to customers who met the inclusion criteria. Clinic customer records and direct observation were used as

supplementary sources to describe customer visits, online promotional practices, and service conditions; however, hypothesis testing was based on questionnaire responses.

All questionnaire items were measured using a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The instrument comprised 54 items representing four latent constructs. Service quality and online promotion were measured using 15 items each, customer satisfaction was measured using nine items, and customer loyalty was measured using 15 items.

Table 3. Measurement of Research Constructs

Construct	Operational definition	Dimensions	Number of items
Service Quality (SQ)	Customers' evaluation of the clinic's ability to provide services that meet or exceed their expectations	Tangibility, reliability, responsiveness, assurance, and empathy	15
Online Promotion (OP)	Customers' evaluation of promotional information and interactions delivered through the clinic's digital platforms	Visibility, interactivity, personalization, content effectiveness, and accessibility	15
Customer Satisfaction (CS)	Customers' overall evaluation of treatment outcomes and service processes compared with their expectations	Outcome satisfaction, process satisfaction, and emotional response	9
Customer Loyalty (CL)	Customers' commitment to continue using and recommending the clinic despite competing alternatives	Repurchase intention, positive word-of-mouth, price insensitivity, retention, and share of wallet	15
Total			54

Source: *Data Processed, 2026*

The questionnaire was developed from the operational definitions and dimensions presented in Table 3. The four constructs were specified using reflective indicators because the questionnaire items represented manifestations of the customers' perceptions of each latent construct. The empirical quality of the indicators was evaluated through the PLS-SEM measurement model rather than through separate item-total correlations.

Before analysis, the data were screened for eligibility, completeness, duplicate submissions, inconsistent response patterns, and coding errors. Descriptive statistics were then used to summarize respondent characteristics and the distributions of the research variables. The hypotheses were tested using SmartPLS through two sequential stages: measurement-model assessment and structural-model assessment.

The measurement model was evaluated using indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Indicator loadings of

at least 0.708 were preferred. Cronbach's alpha, ρ_A , and composite reliability values between 0.70 and 0.95 indicated adequate internal consistency, while an average variance extracted value of at least 0.50 demonstrated convergent validity (Hair et al., 2020). Discriminant validity was assessed using the heterotrait-monotrait ratio of correlations, with values below 0.90 indicating that the constructs were empirically distinguishable (Franke & Sarstedt, 2019).

After establishing satisfactory measurement quality, the structural model was evaluated using collinearity statistics, path coefficients, coefficient of determination, effect size, predictive relevance, and hypothesis significance. Bootstrapping with 5,000 subsamples was used to generate standard errors, t -statistics, p -values, and 95% confidence intervals. A relationship was considered statistically significant when its two-tailed p -value was below 0.05 and its confidence interval did not include zero.

Table 4. PLS-SEM Evaluation Criteria

Evaluation stage	Criterion	Recommended threshold or interpretation
Indicator reliability	Outer loading	Preferably ≥ 0.708
Internal consistency	Cronbach's alpha, ρ_A , and composite reliability	0.70-0.95
Convergent validity	Average variance extracted	≥ 0.50
Discriminant validity	Heterotrait-monotrait ratio	< 0.90
Structural collinearity	Variance inflation factor	Preferably < 5.00
Path significance	Bootstrapped p -value	< 0.05
Confidence interval	Bootstrapped 95% interval	Must not include zero
Explanatory power (R^2)		0.25 weak, 0.50 moderate, and 0.75 substantial
Effect size (f^2)		0.02 small, 0.15 medium, and 0.35 large
Predictive relevance (Q^2)		Values above zero indicate predictive relevance
Out-of-sample prediction	PLSpredict	PLS prediction errors compared with a linear-model benchmark

Source: Data Processed, 2026

The coefficient of determination (R^2) was reported for customer satisfaction and customer loyalty to indicate the proportion of variance explained by their predictors. The (f^2) statistic was used to identify the relative contribution of each exogenous construct. Predictive relevance was examined using (Q^2), while PLSpredict could be used to assess the model's out-of-sample predictive performance by comparing PLS-SEM prediction errors with those of a linear benchmark model (Shmueli et al., 2019).

Mediation was tested from the bootstrapped specific indirect effects. Customer satisfaction was considered a mediator when the corresponding indirect-effect confidence interval did not include zero. When both the indirect and direct effects were significant and pointed in the same direction, the relationship was interpreted as complementary partial mediation. When the indirect effect was significant but the direct effect was not, the relationship was interpreted as indirect-only or full mediation. This approach was used instead of the Sobel test because bootstrapping does not impose a normality assumption on the sampling distribution of the indirect effect and is more appropriate for contemporary mediation analysis (Memon et al., 2018).

Accordingly, seven relationships were examined: service quality toward customer satisfaction; online promotion toward customer satisfaction; customer satisfaction toward customer loyalty; service quality toward customer loyalty; online promotion toward customer loyalty; the indirect effect of service quality on customer loyalty through customer satisfaction; and the indirect effect of online promotion on customer loyalty through customer satisfaction.

3. RESULTS AND DISCUSSION

Research Results

A total of 361 eligible customers of F3B Beauty House participated in the study. Female respondents constituted the majority of the sample, accounting for 260 respondents (72%), while 101 respondents (28%) were male. The respondents' ages ranged from 19 to 70 years. Most respondents had visited the clinic more than three times, indicating that the sample predominantly comprised customers with sufficient experience to evaluate the clinic's service quality, online promotional activities, satisfaction, and loyalty.

Table 5. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Female	260	72%
	Male	101	28%
Main occupation	Homemaker	126	35%
	University student	83	23%
	Civil servant/state-owned enterprise employee	65	18%
	Private-sector employee	36	10%

Entrepreneur	22	6%
Teacher	18	5%
Nurse	11	3%
Number of visits Two visits	36	10%
Three visits	119	33%
More than three visits	206	57%

Source: Processed primary data, 2026.

The descriptive analysis showed consistently positive assessments of all research constructs. On a five-point scale, the indicator means ranged from 4.576 to 4.607, and the median for all dimensions was 5. These findings indicate that respondents generally evaluated the clinic's service quality, online promotion, customer satisfaction, and customer loyalty positively.

Table 6. Descriptive Statistics of the Research Constructs

Construct	Indicator mean range	Median	General interpretation
Service Quality	4.579-4.587	5.000	Very high
Online Promotion	4.576-4.582	5.000	Very high
Customer Satisfaction	4.598-4.604	5.000	Very high
Customer Loyalty	4.596-4.607	5.000	Very high

Source: Processed primary data, 2026.

The negative skewness values indicated that responses were concentrated at the upper end of the measurement scale. The relatively low standard deviations, generally around 0.50, further indicated a high level of agreement among respondents. Customer loyalty generated the highest observed indicator mean, while online promotion recorded the lowest mean; nevertheless, all constructs remained substantially above the theoretical midpoint of 3.00.

The measurement model was evaluated before testing the structural relationships. All standardized indicator loadings exceeded the minimum recommended level. Service-quality loadings ranged from 0.956 to 0.987, online-promotion loadings ranged from 0.970 to 0.988, customer-satisfaction loadings ranged from 0.970 to 0.982, and customer-loyalty loadings ranged from 0.970 to 0.988.

Table 7. Measurement Model Results

Construct	Loading range	Composite reliability range	AVE range	Decision
Service Quality	0.956-0.987	>0.947	>0.936	Reliable and valid
Online Promotion	0.970-0.988	>0.947	>0.936	Reliable and valid
Customer Satisfaction	0.970-0.982	>0.947	>0.936	Reliable and valid
Customer Loyalty	0.970-0.988	>0.947	>0.936	Reliable and valid

Source: *Processed SmartPLS output, 2026.*

The reported composite reliability values ranged from 0.947 to 0.993, whereas the average variance extracted values exceeded 0.50 for all constructs. These findings demonstrated satisfactory internal consistency and convergent validity. The standardized root mean square residual value of 0.014 also indicated a low discrepancy between the observed and model-implied correlation matrices. Therefore, the measurement model was considered adequate for structural-model evaluation.

The structural model explained 66.9% of the variance in customer satisfaction and 68.3% of the variance in customer loyalty. These values indicate that service quality and online promotion jointly provided substantial explanatory power for customer satisfaction, while service quality, online promotion, and customer satisfaction substantially explained customer loyalty.

Table 8. Explanatory Power of the Structural Model

Endogenous construct	(R ²)	Adjusted (R ²)	Interpretation
Customer Satisfaction	0.669	0.668	Moderate to substantial
Customer Loyalty	0.683	0.683	Moderate to substantial

Source: *Processed SmartPLS output, 2026.*

Bootstrapping results demonstrated that all five direct relationships were positive and statistically significant. Online promotion had the strongest effect on customer satisfaction ($\beta=0.524$), followed by service quality ($\beta=0.458$). Customer satisfaction had the strongest direct effect on customer loyalty ($\beta=0.509$). Online promotion and service quality also retained significant direct effects on customer loyalty.

Table 9. Direct and Indirect Effects

Hypothesis	Structural relationship	Path coefficient	t-statistic	p-value	Decision
H1	Service Quality → Customer Satisfaction	0.458	2.257	0.024	Supported
H2	Online Promotion → Customer Satisfaction	0.524	2.570	0.010	Supported
H3	Customer Satisfaction → Customer Loyalty	0.509	5.408	<0.001	Supported
H4	Service Quality → Customer Loyalty	0.208	2.295	0.022	Supported
H5	Online Promotion → Customer Loyalty	0.279	2.824	0.005	Supported
H6	Service Quality → Customer Satisfaction → Customer Loyalty	0.233	1.967	0.049	Supported
H7	Online Promotion → Customer Satisfaction → Customer Loyalty	0.267	2.391	0.017	Supported

Source: Processed SmartPLS bootstrapping output, 2026.

Service quality had a positive indirect effect on customer loyalty through customer satisfaction (beta 0.233, $p=0.049$). Because its direct effect on loyalty remained significant, customer satisfaction provided complementary partial mediation. The total effect of service quality on customer loyalty was 0.441, consisting of a direct effect of 0.208 and an indirect effect of 0.233. The indirect effect represented approximately 52.8% of the total relationship.

Online promotion also had a positive indirect effect on customer loyalty through customer satisfaction (beta=0.267, $p=0.017$). Its direct effect remained significant, confirming complementary partial mediation. The total effect of online promotion on customer loyalty was 0.546, consisting of a direct effect of 0.279 and an indirect effect of 0.267. Approximately 48.9% of this total relationship was transmitted through customer satisfaction.

The effect-size analysis showed that customer satisfaction had the largest practical contribution to customer loyalty ($f^2=0.394$). By contrast, the direct contributions of service quality and online promotion were relatively small.

Table 10 Effect-Size Results

Predictor	Endogenous construct (f^2)	Interpretation
Service Quality	Customer Satisfaction 0.072	Small
Online Promotion	Customer Satisfaction 0.094	Small
Service Quality	Customer Loyalty 0.030	Small

Online Promotion	Customer Loyalty	0.053	Small
Customer Satisfaction	Customer Loyalty	0.394	Large

Source: Processed SmartPLS output, 2026.

These results indicate that service quality and online promotion contribute to loyalty through two pathways. They directly influence customers' intentions to revisit and recommend the clinic, but a substantial proportion of their effects is transmitted through customer satisfaction.

Discussion

The positive effect of service quality on customer satisfaction demonstrates that customers' evaluations of physical facilities, treatment reliability, staff responsiveness, professional assurance, and individualized attention determine how satisfied they are with F3B Beauty House. In an aesthetic-clinic context, customers assess both the technical outcome of a treatment and the manner in which the service is delivered. Modern equipment and reliable treatment outcomes may create confidence, but prompt administrative procedures, clear communication, courtesy, and post-treatment attention are also required to produce a satisfactory experience.

This result is consistent with Uzir et al. (2021), who found that service quality significantly enhanced customer satisfaction and that service reliability contributed to stronger evaluations of the service provider. It is also consistent with Gül et al. (2023), who demonstrated that communication, staff attitudes, the service environment, and service availability positively affected satisfaction in health-related services. The findings therefore emphasize that F3B Beauty House should maintain its physical and technical strengths while improving the more interpersonal aspects of service delivery.

Service quality also had a positive direct effect on customer loyalty. Although its direct coefficient was smaller than its effect on satisfaction, the result indicates that customers may develop repeat-purchase intentions and positive recommendations directly from consistently reliable service. In aesthetic services, perceived treatment safety, professional competence, facility cleanliness, and the ability to deliver the promised result can create confidence even before customers form a comprehensive satisfaction judgment.

The result is consistent with Qomariah et al. (2026), who found that service quality positively affected patient satisfaction and loyalty in a clinical-service context. Abd-Elrahman (2022) similarly demonstrated that service-quality dimensions were related to both customer satisfaction and customer loyalty. However, the relatively small direct effect size in the present study indicates that improving service attributes alone may be insufficient unless those improvements are recognized by customers as a satisfying overall experience.

Online promotion generated the strongest effect on customer satisfaction. This finding indicates that visibility, interactivity, personalization, content effectiveness, and accessibility

help customers obtain relevant information before and after visiting the clinic. Informative content about treatments, benefits, prices, schedules, facilities, and aftercare can reduce uncertainty and allow customers to make more confident decisions. Responsive communication through Instagram, TikTok, and WhatsApp may also increase satisfaction by making the clinic easier to contact and by providing faster access to assistance.

The result is supported by Zarei et al. (2022), who found that social media marketing activities influenced customer responses by strengthening brand-related evaluations. Al-Hujri et al. (2025) also demonstrated that social media marketing activities positively affected customer satisfaction and loyalty. In clinical services, online promotion is therefore more than an acquisition tool. It serves as a pre-service information source and a digital extension of the customer-service process.

Online promotion also directly increased customer loyalty. Consistent, relevant, and interactive promotional communication can remind existing customers about the clinic, introduce new treatments, facilitate repeat bookings, and maintain the relationship between visits. This result is particularly relevant to F3B Beauty House because customers can interact directly with the clinic and obtain promotional and treatment information without visiting its physical location.

Nevertheless, the result differs partially from Fetais et al. (2023), who found that social media marketing activities did not directly affect brand loyalty but operated through community engagement and emotional brand relationships. The difference may be explained by the service context. Beauty-clinic promotional content commonly contains practical information directly connected to booking and treatment decisions, whereas social media communication for luxury fashion brands may depend more strongly on community involvement and symbolic attachment before loyalty is formed.

Customer satisfaction had the strongest direct effect and the largest effect size on customer loyalty. This confirms that satisfaction is the principal mechanism through which customers translate their experiences into intentions to revisit, recommend the clinic, tolerate reasonable price differences, and continue allocating their beauty-treatment expenditure to F3B Beauty House. Gül et al. (2023) similarly reported a strong relationship between satisfaction and loyalty in a healthcare-related service setting. Customers who perceive that treatment results and service processes meet or exceed their expectations are more likely to maintain their relationship with the service provider.

The mediation analysis provides the principal contribution of this study. Customer satisfaction partially mediated the relationship between service quality and loyalty. Thus, service quality influenced loyalty directly, but its overall effect became stronger when customers were satisfied with the treatment results, service process, and emotional experience. The mediation accounted for approximately 52.8% of the total effect, indicating that satisfaction transmitted slightly more than half of the service-quality effect on loyalty.

This partial mediation differs from Abd-Elrahman (2022), who found full mediation of the service quality–loyalty relationship, and from Qomariah et al. (2026), who reported that satisfaction did not mediate the effect of service quality on patient loyalty. These differences demonstrate that the role of satisfaction is context-dependent. At F3B Beauty House, some service attributes, such as professional assurance and reliable clinical outcomes, can directly create loyalty, while other attributes influence loyalty after being evaluated through satisfaction.

Customer satisfaction also partially mediated the effect of online promotion on loyalty. Approximately 48.9% of the total online-promotion effect was transmitted through satisfaction. Online promotion can therefore directly encourage repeat engagement and clinic preference, but it also creates expectations that must be confirmed by satisfactory treatment and service experiences. This finding is consistent with Al-Hujri et al. (2025), who identified customer satisfaction as a significant mediator between social media marketing activities and brand loyalty. It is also consistent with Qomariah et al. (2026), who found that satisfaction mediated the effect of social media marketing on patient loyalty.

The findings have several managerial implications. First, F3B Beauty House should prioritize customer satisfaction as the central outcome of both operational and promotional strategies because satisfaction had a substantially larger effect on loyalty than the direct effects of service quality and online promotion. Service improvements should focus particularly on reducing check-in and check-out delays, improving staff responsiveness, providing clearer treatment explanations, and establishing systematic post-treatment follow-up.

Second, online promotional content should accurately represent the service that customers will receive. Treatment claims, prices, promotional conditions, expected outcomes, and aftercare requirements should be communicated transparently. Interactive content should be supported by prompt responses to direct messages and appointment inquiries. Personalized follow-up messages, treatment reminders, aftercare information, and relevant promotional offers can connect the clinic's digital communication with the customer's actual service experience.

Finally, management should evaluate online-promotion performance using retention, repeat visits, satisfaction, and positive recommendations rather than relying only on reach, impressions, or new-customer acquisition. The findings indicate that online visibility creates sustainable value only when it is accompanied by an experience that satisfies customers and encourages long-term loyalty.

4. CONCLUSION

This study examined the effects of service quality and online promotion on customer loyalty, with customer satisfaction serving as a mediating variable at F3B Beauty House. The findings demonstrate that service quality and online promotion positively and significantly influence customer satisfaction. Both variables also have significant direct effects on customer loyalty. Among the predictors, customer satisfaction has the strongest direct effect and the largest practical contribution to customer loyalty, confirming that loyalty is primarily developed when customers perceive that treatment outcomes and service processes meet or exceed their expectations.

Customer satisfaction significantly mediates the relationships between service quality and customer loyalty and between online promotion and customer loyalty. Because the direct effects of service quality and online promotion remain significant after the mediator is included, customer satisfaction functions as a complementary partial mediator in both relationships. These findings indicate that service quality and online promotion can directly encourage customer loyalty, but their effects become stronger when they generate satisfactory customer experiences. The model explains 66.9% of the variance in customer satisfaction and 68.3% of the variance in customer loyalty, demonstrating satisfactory explanatory power.

The study confirms that F3B Beauty House should integrate operational service improvements with accurate and interactive digital promotion. Priority improvements should include reducing check-in and check-out delays, strengthening employee responsiveness and empathy, providing clear treatment information, and implementing systematic post-treatment follow-up. Online promotional content should accurately communicate treatment benefits, prices, promotional conditions, expected outcomes, and aftercare requirements. Promotional performance should also be evaluated through customer satisfaction, repeat visits, retention, and positive recommendations rather than relying solely on digital reach or customer acquisition.

Future studies may extend the model by examining additional determinants such as trust, perceived value, brand image, electronic word-of-mouth, customer engagement, and perceived treatment risk. Longitudinal or comparative research involving several aesthetic clinics is also recommended to evaluate changes in customer loyalty over time and improve the generalizability of the findings.

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