



The Influence of Service Quality, Customer Experience, and Brand Image on Customer Loyalty Mediated by Customer Satisfaction at Shinery Aesthetic Clinic Salatiga

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Abstract: *This study analyzes the influence of service quality, customer experience, and brand image on customer loyalty mediated by customer satisfaction at Shinery Aesthetic Clinic Salatiga. The loyalty gap phenomenon shows a disparity between customer satisfaction (74%) and revisit intention (41%), along with declining returning customer visits from 317 to 248 during January-March 2025. Using quantitative methods with PLS-SEM on 220 respondents, this research tested seven main hypotheses. Results indicate all variables significantly influence customer loyalty both directly and through customer satisfaction mediation. Service quality has the highest contribution to customer satisfaction ($\beta = 0.450$), while customer satisfaction most strongly influences customer loyalty ($\beta = 0.520$). The research model explains 65% of customer loyalty variance and 51.7% of customer satisfaction. These findings confirm the crucial role of customer satisfaction as a mediator in all variable relationships, providing strategic insights for clinic management to optimize the three main factors for enhancing sustainable customer loyalty.*

Keywords: *customer loyalty, customer satisfaction, service quality*

1. Introduction

Customer loyalty is a crucial element in the sustainability of service-based businesses, particularly in the aesthetic sector, which is characterized by intense competition. Retaining existing customers has proven to be significantly more cost-effective than acquiring new ones (Kotler & Keller, 2016), thus requiring companies to focus their strategies on building long-term relationships with customers. Customer loyalty is influenced by *service quality, customer experience, and brand image*, all of which converge on *customer satisfaction* as the key variable that determines a customer's intention to continue using the same service.

In the aesthetic clinic industry, *service quality* plays a vital role as it

reflects the professionalism of services and the reliability of staff (Parasuraman, Zeithaml, & Berry, 1988). *Customer experience* is the sum of all customer interactions with the physical environment, staff, and service outcomes, which collectively foster emotional engagement (Pine & Gilmore, 1998; Dewi Maharani, 2022). *Brand image* serves as an identity that contributes to shaping customer trust in the offered services (Keller, 2003; Usvela, Qomariah, & Wibowo, 2019). Meanwhile, *customer satisfaction* is an evaluative response that reflects the extent to which customer expectations have been fulfilled (Tjiptono, 2017; Purnama & Hidayah, 2019).

The beauty clinic industry has experienced significant growth, driven by increasing public awareness of aesthetic care. In Indonesia, aesthetic services have become an integral part of modern lifestyles (Evana & Ahmadi, 2024). Shinery Aesthetic Clinic Salatiga, which has been operating since February 2, 2022, has demonstrated progressive growth, with an average of over 300 visits per month in 2025. Internal data from January to March 2025 recorded a total of 1,068 visits (188 new clients and 880 returning clients); however, there was a notable decline in returning client visits- from 317 in January to 248 in March 2025

Table 1. Client Visits at Shinery Aesthetic Clinic (January–March 2025)

Bulan	Pelanggan Baru	Pelanggan Lama	Total Pasien
January	62	317	379
February	55	315	370
March	71	248	319
Total	188	880	1.068

Source: Internal Data of Shinery Aesthetic Clinic Salatiga, 2025

An internal survey of 112 respondents conducted in March 2025 showed that 74% of clients were satisfied with the services, yet only 41% stated they were certain to return within the next three months. This disparity indicates a *loyalty gap*, a condition where customers are satisfied but have not yet committed to sustained loyalty (Oliver, 1999; Dick & Basu, 1994). Previous studies have demonstrated that *service quality* has a direct effect on *customer loyalty* (Prista & Zalgardi, 2024), *brand image* strengthens customer trust (Indriastuti & Khafi, 2025), and *customer experience* creates positive perceptions (Mirza & Nor, 2020). However, Vergina et al. (2024) found that the effect of customer experience on loyalty is not significant without the mediating role of customer satisfaction. Based on the loyalty gap observed at Shinery Aesthetic Clinic Salatiga—characterized by the discrepancy between customer satisfaction (74%) and intention to revisit (41%) and the decline in returning visits—a comprehensive investigation is needed to explore the factors influencing customer loyalty. The research problem is formulated as follows: How do *service quality*, *customer experience*, and *brand image* affect *customer loyalty*, both directly and through the mediation of *customer satisfaction* at Shinery

Aesthetic Clinic Salatiga?

This study aims to empirically examine the influence of *service quality*, *customer experience*, and *brand image* on *customer loyalty*, both directly and indirectly through *customer satisfaction* as a mediating variable. Specifically, the objectives are to analyze the direct effect of the three independent variables on customer loyalty, determine their effect on customer satisfaction, assess the influence of customer satisfaction on customer loyalty, and examine the mediating role of customer satisfaction.

Theoretically, this study enriches the service marketing literature by elaborating on the model linking *service quality*, *customer experience*, and *brand image* to *customer loyalty* mediated by *customer satisfaction*. The findings are expected to confirm previous research within the context of Indonesia's aesthetic service industry, contribute to the validation of Oliver's (1999) customer loyalty theory and Dick & Basu's (1994) mediation model, and support the findings of Gultom et al. (2024) regarding the mediating role of satisfaction. Practically, this study serves as a managerial reference for Shinery Aesthetic Clinic and similar clinics in designing effective marketing strategies. The results provide data-driven insights into factors influencing customer loyalty to strengthen retention strategies and improve service quality, as suggested by Prista and Zalgladi (2024). Socioeconomically, this study supports the growth of Indonesia's beauty industry by fostering employment opportunities and promoting awareness of personal care. High customer loyalty contributes to more efficient marketing expenditures and the growth of small-to-medium enterprises (SMEs) in the health and beauty service sector (Nugroho & Kusumawardhani, 2021).

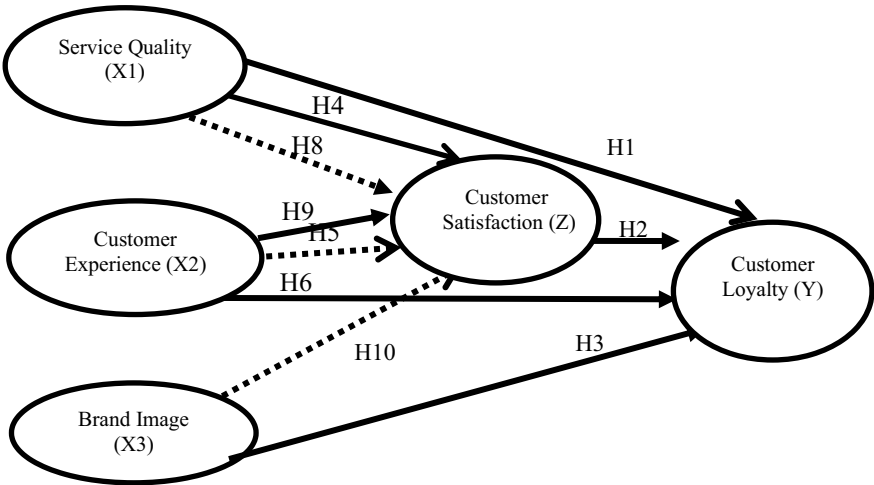
2. Research Methodology

This study employed a quantitative approach to examine the relationships among variables using statistical methods that explain "*what happens*" and "*to what extent*" the influence occurs (Verywell Mind, 2019). The population consisted of all clients of Shinery Aesthetic Clinic Salatiga who had used the clinic's services at least twice within the past three months. The sampling technique used was *purposive sampling*, with inclusion criteria including clients aged over 17 years and willing to complete the questionnaire. Based on the approach proposed by Hair et al. (2010), using the formula $n \geq 5 \times k$ to $n \geq 10 \times k$, where k represents the number of indicators (22 in total), the minimum required sample size was 110 respondents, with an ideal size of 220 respondents. This study included five main variables measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree): *Service quality* (5 indicators) adapted from Parasuraman et al. (1988), *Customer experience* (6 indicators) from Verginia et al.

(2024), *Brand image* (4 indicators) from Indriastuti & Khafi (2025), *Customer satisfaction* (3 indicators) from Oliver (1997), and *Customer loyalty* (4 indicators) from Mirza & Noor (2020). Data were collected through an online questionnaire distributed via WhatsApp UOfficial using Google Forms (Sugiyono, 2011; Ferdinand, 2006). Data analysis was conducted using *Partial Least Squares Structural Equation Modeling (PLS-SEM)* with SmartPLS version 3.2.9 (Hair et al., 2017), which included *outer model* evaluation for construct validity and reliability, and *inner model* evaluation for structural relationships using bootstrapping with 5,000 subsamples at a 5% significance level.

3. Conceptual Framework

Figure 1. Conceptual Framework



4. Results and Discussion

4.1 Respondent Characteristics

This study involved 220 respondents who were clients of Shinery Aesthetic Clinic Salatiga. Based on demographic data, the majority of respondents were female (80.9%) and male (19.1%). The age distribution showed a dominance of the 17–25 age group (43.2%), followed by those aged 26–35 (39.5%), and those over 35 years old (17.3%). This pattern reflects a trend in which aesthetic services are more favored by younger individuals who demonstrate a heightened awareness of personal appearance (Dewi Maharani, 2022).

Table 1. Respondent Demographics

Demographic Category	Description	Frequency	Percentage (%)
Gender	Male	42	19.1%
	Female	178	80.9%
Age	17–25 years	95	43.2%
	26–35 years	87	39.5%
	> 35 years	38	17.3%
Visit Frequency	Once	53	24.1%
	2-3 times	109	49.5%
	> 3 times	58	26.4%

Source: Processed primary data, 2025.

The frequency of visits indicates that 49.5% of respondents had visited the clinic 2–3 times in the past three months, 26.4% had visited more than three times, and 24.1% had visited only once. These data suggest that the majority of clients are active and repeat users.

4.2 Data Analysis Results

4.2.1 Validity and Reliability

The analysis was conducted using PLS-SEM with SmartPLS version 3.2.9, selected for its capability to handle models with latent constructs and moderate sample sizes (Hair et al., 2021). The convergent validity test showed that all indicators had loading factors greater than 0.70 and AVE values above 0.50, indicating good construct validity.

Table 2. Results of Validity and Reliability Testing

Variabel	Loading Factor	AVE	Cronbach's Alpha	Composite Reliability
Service Quality	0.808-0.864	0.693	0.889	0.919
Customer Experience	0.757-0.900	0.699	0.913	0.933
Brand Image	0.836-0.877	0.728	0.876	0.915
Customer Satisfaction	0.840-0.913	0.781	0.859	0.914
Customer Loyalty	0.779-0.888	0.692	0.851	0.900

Source: Processed primary data, 2025.

All variables demonstrated composite reliability values greater than 0.70 and Cronbach’s alpha values exceeding 0.70, indicating high internal consistency. The VIF test results showed no multicollinearity, as all values were below 5.

4.3 Structural Model

Table 3. R-Square dan Predictive Relevance

Variable	R-Square	Q-Square	Model Fit Index
Customer Loyalty	0.650	0.441	
Customer Satisfaction	0.517	0.394	
SRMR			0.072
NFI			0.911

Source: Processed primary data, 2025.

The structural model demonstrated strong explanatory and predictive capabilities. The R-square value for Customer Loyalty was 0.650, indicating that 65% of the variance in customer loyalty is explained by service quality, customer experience, brand image, and customer satisfaction. Meanwhile, the R-square for Customer Satisfaction was 0.517, reflecting that over half of its variance is explained by the three independent variables. Furthermore, the Q-square values of 0.441 for customer loyalty and 0.394 for customer satisfaction are both positive, supporting the model's predictive relevance.

In terms of overall model fit, the Standardized Root Mean Square Residual (SRMR) value was 0.072, which is below the recommended threshold of 0.08, suggesting a good model fit. Additionally, the Normed Fit Index (NFI) value was 0.911, exceeding the benchmark of 0.90, which confirms that the model fits the data well in comparison to a null model. These findings validate the structural model's adequacy and its ability to represent the underlying theoretical framework effectively.

4.4 Hypothesis Testing

Tabel 4. Hypothesis Testing Results

Hipotesis	Path	Koefisien	T-Statistik	P-Value	Result
H1	SQ → CL	0.151	2.263	0.024	Accepted
H2	CE → CL	0.121	2.284	0.022	Accepted
H3	BI → CL	0.173	3.696	0.000	Accepted
H4	SQ → CS	0.450	5.942	0.000	Accepted
H5	CE → CS	0.276	4.290	0.000	Accepted
H6	BI → CS	0.146	2.181	0.029	Accepted
H7	CS → CL	0.520	8.860	0.000	Accepted

Source: Processed primary data, 2025.

Tabel 5. Mediation Test Results

Path Mediasi	Koefisien	T-Statistik	P-Value	Result
SQ → CS → CL	0.234	4.825	0.000	Accepted
CE → CS → CL	0.143	3.810	0.000	Accepted
BI → CS → CL	0.076	2.206	0.027	Accepted

All hypotheses were accepted ($p < 0.05$, $t > 1.96$). *Customer satisfaction* had the

strongest influence on *customer loyalty* ($\beta = 0.520$), followed by *service quality* on *customer satisfaction* ($\beta = 0.450$).

Information:

SQ : Service Quality
CE : Customer Exsperience
BI : Brand Image
CS : Customer Satisfaction
CL : Customer Loyalty

5 Discussion

The research findings validated all proposed hypotheses and are strongly aligned with established theories and prior studies. Service quality demonstrated the most substantial impact on customer satisfaction, supporting the Expectancy Disconfirmation Theory by Oliver (1980), which posits that satisfaction arises when perceived service performance exceeds customer expectations. This confirms previous findings by Parasuraman et al. (1988), who emphasized service quality as a critical determinant of satisfaction in service industries. Customer satisfaction was also found to be a robust mediator across all relationships, reinforcing the theoretical framework of Oliver (1997) and Dick and Basu (1994), who argued that satisfaction is a direct antecedent of loyalty. The role of brand image was significant, particularly in its direct effect on loyalty, consistent with Keller (2003) and Indriastuti & Khafi (2025), who noted that a strong brand image enhances customer trust and commitment. Although customer experience had a relatively smaller direct effect, its mediated effect through satisfaction remained crucial, echoing findings by Pine & Gilmore (1998) and Mirza & Nor (2020), who highlighted the emotional and perceptual influence of experiential interactions on loyalty outcomes. These results suggest that, in line with Gultom et al. (2024), service quality should be prioritized as a strategic pillar, while brand image and customer experience should be continuously developed to build sustainable competitive advantage in the highly dynamic aesthetic service industry.e.

6 Conclusion

The study concludes that service quality, customer experience, and brand image have a significant impact on customer loyalty at Shinery Aesthetic Clinic Salatiga, both directly and indirectly through the mediating role of customer satisfaction. Customer satisfaction emerges as a central factor that bridges the relationship between these variables and loyalty. These findings address the loyalty gap observed at the clinic, where high levels of customer satisfaction did not correspond with strong intentions to revisit. By optimizing service quality, brand image, and customer experience, this gap can be reduced. Overall, the model offers strong predictive validity and provides valuable insights for clinic management to develop strategies that enhance satisfaction and transform it into sustained customer loyalty in a highly competitive aesthetic service environment.

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