

Mediating Role of Customer Satisfaction in Sales Promotion, Brand Image, and Reviews Toward Skintific Loyalty

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Abstract

Competition in the beauty industry is rising with the digital transformation. This study examines Skintific product loyalty on Shopee, focusing on customer satisfaction as a mediator between promotions, brand image, product reviews, and loyalty among Generation Z. Marketplaces provide consumers with easier access to a wider range of products, making long-term loyalty crucial for stable growth. Generation Z often follows trends when making purchasing decisions. Questionnaires collected data from 240 Shopee buyers of Skintific. Results show customer satisfaction fully mediates the effects of promotions and partially mediates the impacts of brand image and reviews on loyalty. These findings can help businesses refine their marketing strategies to cater to Generation Z's online preferences.

Keywords: Brand Image; Customer Satisfaction; Customer Loyalty; Sales Promotion; Online Customer Review

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INTRODUCTION

Digital technology has changed shopping lifestyles. E-commerce offers convenience and lowers costs, greatly benefiting such platforms. In 2025, Shopee is Indonesia's most popular shopping platform. (Similarweb, 2025). Generation Z, born between 1997 and 2012, has grown up with constant access to the internet and technology. This has led to the emergence of new trends based on unique characteristics in their consumption behavior, such as online shopping through e-commerce platforms. (Cabeza-Ramírez et al., 2022).

A study conducted by the Pew Research Center reveals that Generation Z is currently more aware of skincare than previous generations. Therefore, beauty products have experienced rapid growth in recent times and have become one of the key factors driving the expansion of the beauty industry in Indonesia. Research conducted by Mintel indicates that approximately 76% of Generation Z, who are beauty consumers, believe they purchase products based on online recommendations. (Ardiningrum, 2024). Therefore, the increase in demand for beauty products in Indonesia has led to increasingly competitive beauty businesses, encouraging companies to innovate new products.

One of the beauty product brands that has successfully attracted the attention of beauty users in Indonesia recently is Skintific. Skintific brand entered the Indonesian market at the end of 2021, and the sales value of Skintific products, primarily through the Official Shopee Platform, has surpassed that of its similar competitors. The following is an explanation of Skintific's sales value through official and non-official channels in 2024, as shown in Figure 1.



Figure 1. Skintific Online Sales Data (in billions)

Based on sales data for the beauty care category in both official and non-official online stores, Skintific led the beauty market in Indonesia in the first quarter of 2024, with sales exceeding IDR 70 billion. The largest portion, IDR 64 billion, came from Skintific's official store, with the rest from non-official stores in Indonesia. (Compas, 2024).

The novelty of this research lies in its focus on the Indonesian market and Generation Z consumers on Shopee, Indonesia's leading e-commerce platform for beauty products, especially Skintific. Unlike broader studies on customer loyalty and satisfaction, this study uniquely examines the mediating role of customer satisfaction in the relationship between sales promotions, brand image, online customer reviews, and customer loyalty, specifically within this context.

The researcher conducted a pre-survey of 30 Generation Z respondents about their online purchases of Skintific products. The results show Skintific has a strong brand image. Online reviews benefit and impress consumers. However, Skintific's promotional strategies have not made their products the first choice for repeat Generation Z purchases. Promotions create only a temporary impact, not lasting consumer loyalty. From the results, this study highlights Skintific's distinctive position as a rapidly growing beauty brand in Indonesia. It explores how sales promotions have only temporary impacts on Generation Z loyalty. In contrast, brand image and online reviews have a stronger influence. The research complements and extends past findings by emphasizing the emotional attachment and consistent satisfaction needed for long-term loyalty. These aspects are particularly important for the highly digital and trend-sensitive Generation Z segment.

Researchers chose customer satisfaction as a mediator to assess between Sales Promotion, Brand Image, and Online Customer Reviews affect Customer Loyalty. Customer loyalty forms not just from external company strategies, but also from a consistent emotional attachment to the consumer. Research by Haryanti et al. (2024) Indicates that effective sales promotions foster loyalty by enhancing customer satisfaction. A strong brand image fosters satisfaction, leading to repeat purchases. (Martin & Nasib, 2021; Mulyono & Pasaribu, 2021). Onsardi and Putri (2021) Also found that positive, useful reviews make consumers satisfied and loyal.

This study also employs a structural model with path analysis using SmartPLS to measure these relationships quantitatively. It provides managerial insights tailored to marketing strategies on Shopee, which has been less explored in prior research focused on traditional or other platforms. Overall, the research fills a gap in understanding the dynamics of online shopping behavior, marketing effectiveness, and loyalty formation among young consumers in Indonesia's competitive beauty e-commerce market.

LITERATURE REVIEW

Marketing Strategy

Marketing strategy is a fundamental tool designed to achieve company objectives by developing sustainable competitive advantages across the markets entered. Marketing programs are used to serve those target markets. (Tjiptono, 2018). Marketing strategy guides companies in identifying target markets and meeting consumer needs through the right mix of product, distribution, promotion, and price. (Boone, 2015).

Companies implement marketing strategies to better adapt to changing market demand. These strategies employ approaches such as market segmentation, targeting, and positioning, collectively referred to as STP. Market segmentation divides a diverse market into smaller, similar consumer groups based on specific characteristics. This helps companies understand and reach their target markets more effectively. Targeting

identifies which segments to focus on. Positioning creates a unique product perception, helping it stand out from competitors. The marketing mix also guides the design of products, prices, distribution, and promotion to meet the target market's needs (Fawzi et al., 2022). Its main goal is to help companies adapt to changing market demands. Today, companies rely on digital marketing using social media, influencers, customer reviews, and marketplace features to drive innovation and maintain competitiveness (Sudiantini et al., 2024).

Customer Loyalty

Fornell et al. (1996) Assert that customer loyalty can be used by companies as a measure of how a product or service meets or even exceeds consumer expectations. When consumers commit to purchasing a product or service from a company within a certain period, regardless of innovations from competitors, this can be considered customer loyalty. (Oliver, 1999).

Customer loyalty is not only focused on single transactions, but also oriented towards customer experience and personalized interactions with advanced technology to build emotional connections and deep engagement. In addition, emphasizing customer collaboration in the product development process and business decisions is also a way to increase engagement and loyalty through satisfaction. Thus, long-term consumer commitment can be generated to remain loyal to a particular brand, even when alternative offers from competitors are (Kotler et al., 2021). The loyalty formed in consumers' minds towards a particular brand can build a strong customer database, create long-term mutually beneficial relationships, and increase company profitability. (Yusta et al., 2021).

Sales Promotion

Sales promotion is a marketing strategy employed by companies to increase sales of products or services by offering incentives or special deals to consumers for a limited period. Kotler (2022) Argues that promotion is a motivational tool created by sellers to encourage consumers to purchase large quantities of products or services within a short period. Sales promotion is a stimulus provided by sellers to encourage consumers to make purchases. (Peter & Olson, 2010).

Sales promotion is also defined as sales communication within a specific period to provide added value to a product being marketed. (Kegan, 2020). The purpose of sales promotion is to have a direct influence on consumer purchasing behavior without requiring lengthy deliberation. (Blattberg & Neslin, 1990). Sales promotions, such as discounts, vouchers, gifts, bundling, and giveaways, offer short-term added value that can capture consumers' attention and prompt immediate purchases in e-commerce. (Harianto & Yucha, 2021)

Brand Image

Brand image is a representation of the overall perception of a brand, formed from the information and experiences previously encountered by consumers. Brand image is closely tied to consumer behavior, encompassing beliefs and preferences towards a brand. Consumers who have a positive brand image of a brand are more likely to make a purchase. (Hausman, 2000). Brand image relates to the customer's opinion of a brand, encompassing the associations that come to mind. Consumer views and actions towards a brand are strongly influenced by its brand image, which is one of the strongest brand identifiers. Customers who have developed a preference for a certain brand are more likely to maintain a consistent impression of that brand over time. (Kotler & Keller, 2016).

Brand image is one of the primary factors that builds consumer trust and drives the desire to purchase beauty products on e-commerce platforms. (Tarigan & Gunawan, 2024). A strong and positive brand image will be remembered by consumers, increasing the likelihood of purchasing beauty products. Brand image also reflects consumers' perceptions of the brand and influences their tendency to choose and reuse products through e-commerce. (Suarna et al., 2024). Therefore, companies are advised to continually improve their brand image to maintain high consumer interest in their products.

Online Customer Review

Online customer reviews are consumers' opinions and experiences, providing advice to sellers about products that have been purchased and used by consumers. (Amelia et al., 2021). Putri and Marlien (2022) Define online customer reviews as a source of consumer knowledge about a company's products and business, which can also be considered assessments of the use of a product or service uploaded to a third-party website.

Filieri (2015) Explains that online customer reviews consist of two dimensions: the overall rating of a product or service, which assesses overall consumer satisfaction and represents the product's overall assessment, and product rating features, which evaluate each aspect of a product or service to provide consumers with information about its quality and benefits. Building on these dimensions, researchers select those most relevant to the research object to better understand, measure, and assess the relationship between variables. The dimensions applied to customer loyalty variables include credibility, review quality, review quantity, and review valence.

Shafwah et al. (2024) in their research demonstrated that online reviews are a primary source of information influencing consumer trust and perceptions before purchasing beauty products online. Customer reviews, both

positive and negative, are considered a crucial reference point that can significantly influence consumer perceptions of the quality and credibility of beauty products in e-commerce (Huriah & Erdiana, 2025). Therefore, online reviews are an effective marketing strategy for companies to increase sales of beauty products in e-commerce (Syah & Indriani, 2021).

Customer Satisfaction

Kotler and Armstrong (2018) Define customer satisfaction as an affective response, in the form of pleasure or disappointment, that individuals experience after comparing their perceptions of the performance of the products or services they use. Gong and Yi (2018) State that acceptance behaviors such as happiness, relaxation, and pleasure are interrelated with the satisfaction received.

Customer satisfaction not only impacts repeat purchases but also contributes to customer loyalty and company profitability. Similar to beauty products, satisfied customers tend to remain loyal to a product because their needs have been met and they trust it. Thus, in the highly competitive beauty industry, maintaining and improving customer satisfaction is a key strategy for companies to maintain their advantage in the e-commerce market. (Efendi & Dirgantara, 2023).

Hypotheses

This research is grounded in a conceptual framework that integrates key marketing variables influencing customer loyalty in the beauty e-commerce sector. The framework posits that sales promotions, brand image, and online customer reviews function as the primary external marketing strategies affecting customer loyalty. Customer satisfaction is positioned as a crucial mediating variable that bridges the impact of these strategies on loyalty, reflecting the emotional and experiential responses of Generation Z consumers. The following illustrates the conceptual framework of this study.

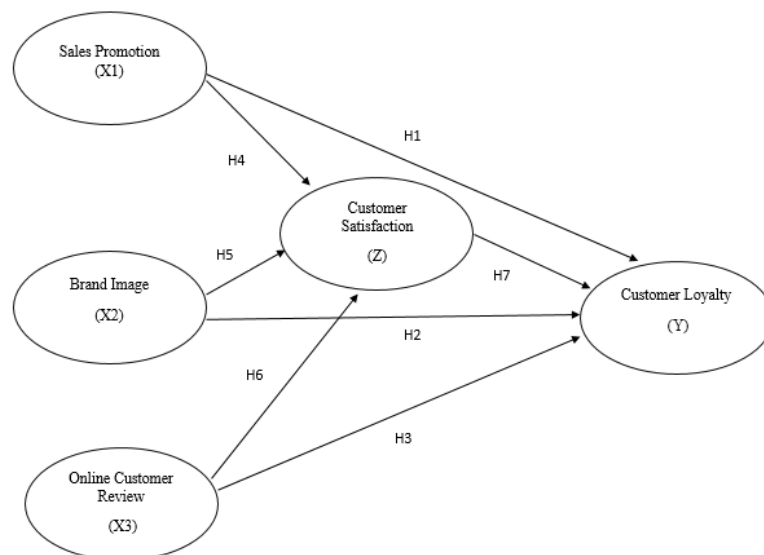


Figure 2. Conceptual Framework

Sales promotions such as discounts, vouchers, flash sales, or special programs can increase consumer interest in continuing to shop and encourage consumer loyalty. Rizal (2022) In their research explain that promotions offered by sellers can make consumers feel that they are getting added value, which in turn tends to encourage repeat purchases and brand recommendations from others. Luthfiana and Saputro (2024) Also note that promotional programs, such as discounts and cashback, not only increase sales in the short term but also encourage consumers to return more frequently to make transactions because they feel they are receiving greater benefits when shopping. Promotional activities offered through Shopee can influence consumers' purchasing decisions, encouraging them to continue using the Shopee platform for online purchases. (Najwa & Pradana, 2025).

H₁: Sales Promotion has a positive and significant effect on Customer Loyalty for Skintific products on Shopee.

A strong brand image can shape positive perceptions in consumers' minds about the quality, safety, uniqueness, and credibility of Skintific as a modern skincare product based on dermatological science. Permana and Hidayat (2024) Explain that brand image is a key pillar for consumers in building preference and loyalty, with a long-term effect on repeat purchase behavior. A consistent brand image, prompt seller responses, and attractive product design drive continuous consumer purchases (Firdaus & Andarini, 2024). Dewi et al. (2023) Discovered

that customers' favorable impressions of a brand influence their loyalty, how often they buy the product, and whether or not they recommend it to others.

H₂: Brand image has a positive and significant effect on customer loyalty to Skintific products on Shopee.

Toji and Sukati (2024) Argue that comprehensive and honest customer reviews help consumers feel more confident and reduce uncertainty in their product choices, thereby improving the shopping experience and motivating repeat purchases in the future. (Sukirman & Kumalasari, 2023). Explain that online reviews from other consumers, especially those accompanied by photographic evidence, are a primary source of trust, particularly for Generation Z. Ramadhani et al. (2025) Also, add that online reviews are important for building loyalty on Shopee, as they foster trust and reduce the risk of trying new products from other competitors.

H₃: Online customer reviews have a positive and significant effect on customer loyalty for Skintific products on Shopee.

Sales promotions can increase consumer loyalty, but their effect can be even more pronounced when consumer satisfaction is already present. Skintific's sales promotion programs on Shopee, such as discounts, cashback, vouchers, and other incentives, can consistently enhance customers' perception of benefits and value. Consumers who are satisfied with promotions are not only likely to make repeat purchases but also tend to be loyal in the long term. (Pranata, 2024). This is supported by research by Rahmawati et al. (2024) Explaining how consumer happiness mediates the relationship between promotions and customer loyalty. When customers have a positive experience with sales promotions, it might have a stronger influence on their loyalty. (Amilinda & Iltiriah, 2025)

H₄: Sales promotions have a positive and significant impact on customer loyalty for Skintific products on Shopee, as measured by customer satisfaction.

A strong brand image, encompassing credibility, reputation, uniqueness, and expert support, can instill confidence and assurance in consumers' product choices. When customer expectations of the Skintific brand image are met through real experiences, customers feel satisfied with their purchases. This satisfaction increases the likelihood of repeat purchases, recommending the brand to others, and remaining loyal even when faced with offers from competitors. The results of Saputra et al. (2025) Research indicates that customer satisfaction serves as an intermediary between the brand image held by consumers and repeat purchases, as well as customer loyalty. This aligns with Oliver (1980) theory, which posits that a positive brand image can enhance expectations and experiences, ultimately leading to loyalty when consumers feel satisfied. Kotler and Keller (2016) Also note that customer loyalty typically occurs after consumers consistently feel satisfied, leading them to recommend the product to other users.

H₅: Brand image has a positive and significant effect on customer loyalty to Skintific products on Shopee, as measured by customer satisfaction.

Positive feedback from real customers develops trust and expectations among new customers about the performance of Skintific products. Consumers feel satisfied when their expectations are fulfilled or surpassed throughout the purchase and use of a product. This satisfaction increases their willingness to repurchase, fosters loyalty, and motivates them to share their excellent shopping experiences with other users. Satisfied customers are more inclined to repurchase Skintific items and suggest them on Shopee, increasing customer loyalty. Guo et al. (2020) Note that online customer reviews can foster trust, mitigate risk, and offer genuine product information, thereby enhancing consumer satisfaction both before and after transactions, ultimately leading to loyalty and encouraging repeat purchases. Supported by research by Evelyn and Herly (2025) This explains that online customer reviews had a substantial impact. When customers are confident and satisfied with their product experience, their loyalty to the brand increases.

H₆: Online customer reviews have a positive and significant impact on customer loyalty for Skintific products on Shopee, as measured by customer satisfaction.

Customer satisfaction is a key measure of customer loyalty since it shows how well goods and services meet customers' expectations. Customers who have a positive experience while shopping online are more inclined to buy from the same store again and to become brand champions by telling their friends about the items they love. Customer satisfaction significantly affects client loyalty across all e-commerce platforms, according to research from many studies. In the end, brand loyalty is higher among customers who are pleased with the product quality, transaction convenience, customer service, and overall online shopping experience. (Malau & Sitanggang, 2024). Research by (Nabila & Rustam, 2024; Ulya & Masreviastuti, 2024) Suggests that when consumers are happy with the things they buy, they are more likely to be loyal buyers and to buy from the same company again. Keeping customers coming back to the beauty product category market is all about making sure they are happy. (Devi et al., 2023)

H₇: Customer Satisfaction has a positive and significant effect on Customer Loyalty for Skintific products on Shopee.

METHOD

The purpose of this study is to measure the mediating effect of customer satisfaction through independent factors on customer loyalty among Shopee consumers, who are assumed to influence loyalty formation in Shopee users. The study's independent variables are sales promotion, brand image, and online customer reviews. The dependent variable to be measured is customer loyalty. In this study, the intervening variable is customer satisfaction.

Sales Promotion is measured using indicators such as coupons, cashback, contests, sweepstakes, and free trials from (Kotler & Keller, 2016). The Brand Image variable is measured using brand strength, brand favorability, and brand uniqueness from (Kotler & Keller, 2016). Online customer reviews are measured by credibility, review quality, and review valence, from (Park et al., 2007) Customer Satisfaction is measured by the fulfillment, pleasure, feedback, and willingness to pay more from (Kotler & Keller, 2016; Zeithaml et al., 2009). Finally, the indicators for Customer Loyalty are measured by repeat purchases, word of mouth, buying other products of the brand, and the tendency of customers to continue choosing Skintific over competitors from (Griffin, 2005). All indicators are tailored to the context of Skintific products on Shopee users and measured using a five-point Likert scale.

The population used in this research consists of active Shopee users who have made purchases of Skintific products, with an age range of 17-28 years, and who live in Jakarta, Bogor, Depok, Tangerang, and Bekasi. A total of 240 respondents who met these criteria participated in the study. The sample was chosen to ensure that the data collected is relevant and representative of the research's focus on Shopee user behavior on Skintific products. The researcher uses the purposive sampling method by including screening questions in the questionnaire. Only respondents who meet all criteria are allowed to proceed and complete the questionnaire. With this approach, the researcher can verify that all data used in the analysis comes from respondents who truly match the target population of the study.

In this study, data analysis is conducted using Smart PLS with several relevant tests. Convergent validity is the initial test of validity that is carried out; it determines how much each variable's indicators contribute to measuring that variable. Discriminant validity is used to ensure that the variables measured in this study do not overlap, meaning that each variable measures a distinct concept. Afterward, reliability testing is done using Cronbach's Alpha and Composite Reliability to ensure that the measurement instruments are highly consistent in measuring the intended variables. The next step is to assess the interrelationships of the structural model's variables by means of direct and indirect effects testing. Using a direct effect test, we can determine how much of an influence online reviews, brand image, and sales promotions have on consumer loyalty. The indirect effect test will examine how these relationships occur through mediating pathways. The results of these tests will provide a clearer picture of how the independent variables influence customer loyalty on Shopee.

RESULT

This section presents the research findings on sales promotion, brand image, and online customer reviews in relation to customer loyalty and satisfaction among Shopee users. It begins with respondent characteristics, followed by validity and reliability tests, which confirm that all indicators used in the study meet the required standards. Furthermore, the results include both direct and indirect influence of independent variables on customer loyalty through mediating variables, as detailed in Table 1.

Table 1. Respondent Demographics

Demographic	Frequency	Percentage
Gender		
- Male	24	10%
- Female	216	90%
Age		
- 17-20 years	19	8%
- 21-24 years	89	37%
- 25-28 years	132	55%
Occupation		
- Student	84	35%
- Private Employee	116	48%
- Government Employee	2	13%
- Freelance	6	3%
- Entrepreneurship	32	1%
Domicile		

Demographic	Frequency	Percentage
- Jakarta	130	54%
- Bogor	17	7%
- Depok	32	13%
- Tangerang	49	20%
- Bekasi	12	5%
Monthly Income		
- < Rp 2.500.000	37	15%
- Rp 2.500.000 – Rp 5.000.000	86	36%
- > Rp 5.000.000	117	49%
Monthly Expenses		
- < Rp 2.500.000	62	26%
- Rp 2.500.000 – Rp 5.000.000	123	51%
- > Rp 5.000.000	55	23%

Table 1 displays the demographic details of the 240 respondents in this study. Regarding gender, the majority of respondents were female (90%), indicating a higher level of engagement that women typically have with online shopping for beauty products, particularly on platforms like Shopee. A significant portion of the respondents (55.0%) were in the 25-28 age group, which is commonly associated with high levels of digital proficiency and active participation in e-commerce. In terms of occupation, most respondents were private employees (48%), indicating that private employees represent a key demographic for Shopee, likely due to the convenience and affordability provided by online platforms, which eliminates the need to visit an offline store. In terms of domicile, most respondents reside in Jakarta (54%). Additionally, most respondents have a monthly income above Rp 5,000,000 (49%) and monthly expenses in the range of Rp 2,500,000 to Rp 5,000,000 (51%).

Table 2. Validity Test (Convergent Validity)

	Sales Promotion (X1)	Brand Image (X2)	Online Customer Reviews (X3)	Customer Satisfaction (Y)	Customer Loyalty (Z)
SP1	0.788				
SP2	0.871				
SP3	0.707				
SP4	0.876				
SP5	0.841				
SP6	0.818				
SP7	0.805				
SP8	0.744				
BI1		0.903			
BI2		0.779			
BI3		0.737			
BI4		0.924			
BI5		0.793			
BI6		0.860			
OCR1			0.871		
OCR2			0.886		
OCR3			0.799		
OCR4			0.826		
OCR5			0.702		
OCR6			0.814		
OCR7			0.852		
OCR8			0.897		
CS1				0.824	
CS2				0.776	
CS3				0.802	
CS4				0.813	
CS5				0.727	
CS6				0.812	
CS7				0.741	
CS8				0.876	
CL1					0.714
CL2					0.853

	Sales Promotion (X1)	Brand Image (X2)	Online Customer Reviews (X3)	Customer Satisfaction (Y)	Customer Loyalty (Z)
CL3					0.898
CL4					0.791
CL5					0.719
CL6					0.831
CL7					0.878
CL8					0.877

Table 2 indicates that the average variance extracted (AVE) values for all variables satisfy the established threshold criteria > 0.5 , which proves that the latent variable can explain an average of around 0.6 or 60% of each statement indicator. It can be said that the research data conducted is valid and meets the requirements of the convergent validity test from the results of the calculation of the outer loading value and the AVE value from the PLS Algorithm calculation. This states that each indicator used can represent and has a high correlation with its construct variable.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Sales Promotion	0.924	0.937
Brand Image	0.912	0.932
Online Customer Review	0.937	0.948
Customer Satisfaction	0.918	0.933
Customer Loyalty	0.931	0.943

The reliability tests for each construct are shown in Table 3. The findings show good dependability according to Cronbach's Alpha and Composite Reliability values. Both the Cronbach's Alpha and the Composite Reliability for the Sales Promotion variable are 0.924. Both the Composite Reliability and Cronbach's Alpha for the Brand Image variable are 0.932. Both the Cronbach's Alpha and the Composite Reliability for the Online Customer Review variable are 0.937. There is a Composite Reliability of 0.933 and a Cronbach's Alpha of 0.918 for the Customer Satisfaction variable. The Customer Loyalty variable has a Composite Reliability of 0.943 and a Cronbach's Alpha of 0.931. All results are higher than the 0.70 criterion, which proves that these constructions are reliable.

Table 4. R-Square Values

Endogenous Variable	R-Square Adjusted	Category
Customer Satisfaction	0.588	Moderate
Customer Loyalty	0.644	Strong

Table 4 shows that the Customer Satisfaction variable has an R^2 Adjusted value of 0.588, placing it in the moderate group. This suggests that sales promotion, brand image, and online customer reviews account for 58.8% of the variance in consumer satisfaction. The variable customer loyalty has an adjusted R^2 value of 0.644, placing it in the strong category. This suggests that sales promotion, brand image, and online customer reviews represent 64.4% of the variance in consumer loyalty. Sales promotion, brand image, online customer reviews, and customer satisfaction all have a big impact on customer loyalty to Skintific products on Shopee.

Table 5. F-Square Values

Variable	F-Square	Category
Sales Promotion → Customer Loyalty	0.016	Weak
Brand Image → Customer Loyalty	0.369	Strong
Online Customer Review → Customer Loyalty	0.026	Weak
Customer Satisfaction → Customer Loyalty	0.090	Weak

For each dependent variable, Table 5 shows the magnitude of the impact of each independent and intervening variable. Customer loyalty at Shopee is mostly impacted by a positive perception of the brand, according to the findings, which show that brand image has the biggest effect on commitment (F^2 value of 0.369, strong). However, the effects of sales promotion, online customer reviews, and customer satisfaction on customer loyalty are each categorized as small, indicating that although they contribute to loyalty, their direct influence is not as dominant as the direct impact of brand image.

Table 6. PLS Predict

Variable	Q2 Predict	Interpretation
Customer Satisfaction	0.585	Good
Customer Loyalty	0.615	Good

Table 6 indicates that the predictive model has good predictive power with a moderate level of relevance. This suggests that the PLS model is reasonably effective in predicting customer satisfaction and customer loyalty based on sales promotion, brand image, and online customer reviews. Therefore, the model holds practical value, particularly for managerial purposes aimed at enhancing customer loyalty through the optimization of marketing strategy activities.

This study employs a structural model with path analysis, also referred to as path coefficient estimation. The search for significance values in this study was conducted using the bootstrapping approach described in Figure 2.

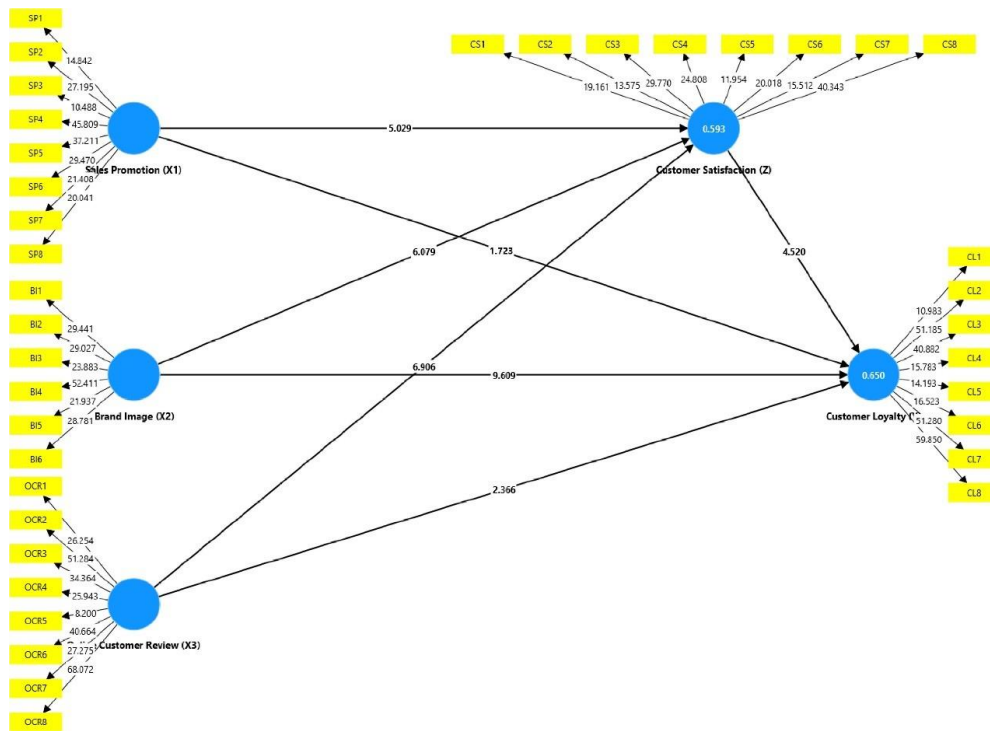


Figure 2. Bootstrapping

Table 7. Direct Effect

Variable	Path Coefficient	P-Value	T-Value	Interpretation
Sales Promotion → Customer Satisfaction	0.288	0.000	5.029	Significant
Sales Promotion → Customer Loyalty	0.092	0.085	1.723	Not Significant
Brand Image → Customer Satisfaction	0.289	0.000	6.079	Significant
Brand Image → Customer Loyalty	0.461	0.000	9.609	Significant
Online Customer Review → Customer Satisfaction	0.387	0.000	6.906	Significant
Online Customer Review → Customer Loyalty	0.132	0.000	2.366	Significant
Customer Satisfaction → Customer Loyalty	0.278	0.000	4.520	Significant

The relationship between Sales Promotion and Customer Satisfaction among Shopee users shows a significant positive effect, with a t-value of 5.029 and a p-value of 0.000. This suggests a substantial and consequential impact. Fitriyani et al. (2023) Also found that sales promotion techniques significantly boost customer satisfaction in the digital technology age, thus this finding is consistent.

Regarding the impact of Sales Promotion on Customer Loyalty among Shopee users, the results also indicate a positive but no significant relationship, with a p-value of 0.085 and a t-value of 1.723. This aligns with the findings of Sopiani and Ketut (2023), who noted that promotion has a positive influence on Customer Loyalty.

The relationship between Brand Image and Customer Satisfaction among Shopee users indicates a significant positive effect shows t-value of 6.079 and a p-value of 0.000, indicating a statistically significant positive impact

between Shopee consumers' Brand Image and Customer Satisfaction. This suggests a substantial and consequential impact. These findings are consistent with those of Handayani et al. (2021), Studies show that the perception of a brand significantly affects the level of happiness felt by online shoppers.

The result shows a positive and statistically significant relationship between Brand Image on Customer Loyalty among Shopee users (p-value = 0.000, t-value = 9.609). Darajat and Lestari (2024) Found a similar relationship between the impression customers have of the brand and consumer loyalty, where customers are willing to pay to continue receiving the brand's services.

The relationship between Online Customer Review and Customer Satisfaction among Shopee users shows a significant positive effect with a t-value of 2.366 and a p-value of 0.000. This indicates a strong and meaningful influence. These findings are in line with Fitriani et al. (2024), This suggests that a thorough review of a particular product can give consumers a positive impression and satisfaction when making a purchase.

For Customer Loyalty, online customer reviews show a similarly positive and statistically significant effect among Shopee users, with a p-value of 0.000 and a t-value of 4.520. This aligns with the findings of Giovanni and Yani (2025) Who noted that the higher the quality and authenticity of product reviews, the greater the tendency for Generation Z to become loyal customers and repurchase Skintific products on Shopee. The more and better reviews Skintific products receive on Shopee, the higher the tendency for Generation Z consumers to repurchase, recommend products to others, and remain loyal to the Skintific brand and platform.

Table 8. Indirect Effect

Variable	Path Coefficient	P-Value	T-Value	Interpretation
Sales Promotion → Customer Loyalty	0.137	0.000	4.176	Significant
Brand Image → Customer Loyalty	0.080	0.000	3.680	Significant
Online Customer Review → Customer Loyalty	0.107	0.000	3.737	Significant

According to Table 8, there is a positive and statistically significant association between sales promotions and customer loyalty, as evaluated by customer satisfaction among Shopee users. The p-value is 0.000, and the t-value is 4.176. Consistent with this result, Haryanti et al. (2024) Found that sales promotions significantly increased customer satisfaction, which in turn increased customer loyalty.

A positive and statistically significant association is also shown by the influence of brand image on customer loyalty through customer satisfaction among Shopee users, with a p-value of 0.000 and a t-value of 3.680. These results are consistent with Martin and Nasib (2021) This highlights that brand image has a positive and significant effect on consumer loyalty through satisfaction.

In addition, there is a favorable and statistically significant link (p = 0.000, t = 3.737) between online customer reviews and customer loyalty as measured by customer satisfaction among Shopee users. These results are consistent with Camilleri and Filieri (2023), This highlights that online customer reviews not only have a direct impact on loyalty but also have a greater impact through increased satisfaction. When consumers feel satisfied after reading and experiencing the benefits of online reviews, they are more likely to become loyal by making repeat purchases, recommending products, and staying with the same brand.

DISCUSSION

Sales Promotion on Customer Loyalty

Sales promotion has a positive but not statistically significant direct effect on customer loyalty. Although the effect is positive, the lack of significance suggests that promotions alone may not be sufficient to sustain customer loyalty strongly. Sales promotions, such as discounts or cash back, can encourage Generation Z to repurchase Skintific, but their impact on loyalty is not particularly strong. Other factors, such as product quality, brand image, and customer experience, matter more to Generation Z loyalty.

On Shopee, promotions help Skintific attract the attention of Generation Z and drive short-term sales, but loyalty ultimately depends more on factors such as safety, effectiveness, and brand engagement than on promotions alone. These results align with the research by Anggraini & Budiarti (2020); Sopiani & Ketut (2023), This indicates that promotions have a positive but insignificant effect on consumer loyalty. This suggests that Skintific should enhance its promotional activities regularly to capture consumers' attention and maintain their loyalty to Skintific products.

Brand Image on Customer Loyalty

Brand image positively and significantly affects customer loyalty. A strong brand image fosters trust and emotional connections that significantly boost loyalty. Consumers are more likely to make repeat purchases and recommend the brand when they perceive it as credible, high-quality, and unique. This supports established marketing theories on the power of brand perception in sustaining long-term consumer commitment. The results of this study align with research by Amron (2018); Azzahra & Madiawati, (2024); Darajat & Lestari (2024),

which suggests that a strong brand image in the minds of consumers can foster consumer loyalty. A positive brand image can foster consumer trust and emotional bonds, ultimately leading to loyalty.

Setiadi (2003) explains that brand image is a representation of a person's overall perception of a brand, which is formed from past information and experiences with that brand. A brand image, as the consumer's view of the brand that is embedded in the consumer's memory, influences consumer loyalty as a dependent variable that explains the strong commitment of consumers to repurchase in the future.

Online Customer Review on Customer Loyalty

Online customer reviews have a positive and significant effect on customer loyalty. Customer reviews play a significant role in shaping perceptions of satisfaction, which, in turn, influence consumer loyalty. The better and more informative the reviews are, the higher the consumer loyalty to shop again on the same online platform. (Onsardi & Putri, 2021). Consumers tend to feel satisfied and loyal if they consider the reviews available to be positive and provide useful information.

The quality and authenticity of online reviews also reduce risk perception and build consumer trust, particularly among Generation Z shoppers. Positive reviews drive confidence in product performance, encouraging repeat buying and brand loyalty. The results of this study are in line with previous studies by Fitriani et al. (2024); Giovanni & Yani (2025); Kasamira et al. (2024) This explains that the higher the quality and authenticity of product reviews, the greater the tendency for Generation Z to become loyal customers and repurchase Skintific products on Shopee. The more and better reviews Skintific products receive on Shopee, the higher the tendency for Generation Z consumers to repurchase, recommend the product to others, and remain loyal to the Skintific brand and the platform.

Sales Promotion on Customer Loyalty (Mediated by Customer Satisfaction)

Sales promotion significantly influences customer loyalty indirectly through customer satisfaction. Promotions that enhance customer satisfaction create a positive shopping experience that translates into loyal behavior. This mediation occurs because effective sales promotions create a satisfying shopping experience, which then encourages loyal behavior, such as repeat purchases or recommendations to others. Sopiani & Ketut (2023) and Pranata (2024). The mediation effect highlights that promotions should lead to genuine customer satisfaction to foster ongoing loyalty rather than one-time purchases.

Research shows that Gen Z Skintific buyers on Shopee are highly responsive to promotions, yet they also make critical purchasing decisions. They often compare prices, check reviews, and use promotions to maximize value, making Shopee a fast choice for Skintific deals. Sales promotions can boost satisfaction, which in turn leads to loyalty when paired with a good product and a positive experience.

Brand Image on Customer Loyalty (Mediated by Customer Satisfaction)

Brand image has a positive impact on customer loyalty, especially among Generation Z consumers of Skintific products on Shopee, with customer satisfaction as the key mediator. A brand image perceived as trendy, high-quality, and aligned with Generation Z's lifestyle leads to greater trust and satisfaction, which in turn fosters sustainable customer loyalty. This confirms theoretical models where satisfaction forms the pathway through which brand image influences repeat purchase and recommendation behaviors. A strong brand image creates customer satisfaction because customers trust the reputation, perceive the quality, and have their expectations fulfilled, making customer satisfaction the key to transforming a brand image into sustainable consumer loyalty. (Setyorini et al., 2023; Zidan et al., 2024).

Based on the research results conducted on Generation Z consumers of Skintific products on Shopee, it can be inferred that the brand image of Skintific products, which are perceived as trendy, high-quality, and aligned with the lifestyle of Generation Z, significantly influences their purchasing decisions. A strong brand image fosters consumer trust and loyalty by delivering positive experiences and ensuring overall satisfaction.

Online Customer Review on Customer Loyalty (Mediated by Customer Satisfaction)

Online customer reviews affect customer loyalty indirectly via customer satisfaction significantly. Reviews not only provide direct assurance of product quality but also raise satisfaction levels, making consumers more likely to repurchase and advocate for the brand. This mediation role highlights the importance of managing review quality and credibility to enhance satisfaction and loyalty. Online customer reviews not only have a direct impact on loyalty but also have a greater impact through increased satisfaction. These results are in line with previous studies that state that product reviews have a positive and significant effect on consumer loyalty satisfaction through satisfaction. (Camilleri & Filieri, 2023; Setiana & Tjahjaningsih, 2024; Karmela et al. 2024).

Online reviews have a direct impact on consumer loyalty and an even greater impact when they first increase satisfaction. When consumers feel satisfied after reading and experiencing the benefits of online reviews, they are more likely to become loyal, as demonstrated by activities such as making repeat purchases, recommending products, and staying with the same brand. Specifically on Shopee, this relationship is evident, as Generation Z

pays close attention to product reviews, whether they are text-based, ratings, or videos showing product usage. When consumers feel satisfied after reading and experiencing the benefits of online reviews, they are more likely to become loyal by making repeat purchases, recommending products, and staying with the same brand.

Customer Satisfaction on Customer Loyalty

Customer satisfaction has a positive and significant direct effect on customer loyalty. Satisfied customers tend to demonstrate loyalty by repurchasing and spreading positive word-of-mouth. This strongly supports the key role of satisfaction as a driver of customer retention in the competitive e-commerce beauty product market. The results of this study align with those of previous studies by (Naini et al., 2022; Ayinnadis et al., 2023; Karmela et al., 2024) Explain that customer satisfaction plays an important role in shaping customer loyalty. The satisfaction felt by customers significantly increases the tendency of consumers to make repeat purchases and recommend the product to others.

Therefore, increasing customer satisfaction will contribute to increasing the loyalty of Generation Z customers, who are the main market segment in e-commerce for beauty products such as Skintific. This underscores that strategies focused on enhancing customer satisfaction are vital for building and maintaining loyalty within the Generation Z segment on Shopee.

CONCLUSION

The goal of this research is to examine how customer satisfaction mediates the connection between sales promotions, brand perception, and online reviews in relation to loyalty. According to the study's key findings, customer loyalty is positively and significantly impacted by sales promotion, positively and significantly by brand image, positively and significantly by online customer reviews, and mediated by customer satisfaction. The relationship between sales promotion, brand image, online customer reviews, and customer loyalty is strong.

Based on the results of the questionnaire indicators, which showed fairly low scores, Skintific can implement the following suggestions to increase sales. Skintific should develop interactive and meaningful marketing strategies targeting digitally active young consumers. This includes engaging social media content, personalized communication, and loyalty programs. Monitor customer feedback regularly and address issues promptly to improve satisfaction and stay competitive. With these suggestions, Skintific can aim to increase sales and consumer loyalty among Generation Z.

There are research limitations, including a limited sample scope for Generation Z and the Jabodetabek area, limiting the broader representation of Shopee users in Indonesia. For future research, recommendations that expand or explore broader regions and incorporate other e-commerce platforms beyond Shopee could offer new insights into the relationships between the variables. The findings would be more reliable and the sample more representative of the population if the sample size were increased. The findings of this study emphasize the marketing strategy theory by Boone (2015) Demonstrating that Sales Promotion, Brand Image, Customer Satisfaction, and Online Reviews significantly influence customer loyalty. These results highlight the critical role of interactive, informative, and entertaining promotion through digital platforms in building emotional connections with consumers. From a managerial standpoint, Skintific should focus on developing engaging and meaningful social media strategies, particularly to maintain loyalty among young, digitally active users.

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