

Customer Loyalty in The Omnichannel Era: Insights From Skin-Care Retail Literature

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Received: July 7, 2025, Accepted: December 10, 2025, Published: February 17, 2026

Abstract

Skincare products now dominate e-commerce sales, with omnichannel strategies becoming essential to address complex consumer behaviors such as showrooming and webrooming. This study aims to develop a conceptual model of customer loyalty tailored to Indonesia's omni-channel skincare market, integrating constructs such as perceived value, online trust, e-service quality, electronic word-of-mouth (e-WOM), customer satisfaction, and repurchase intention. A quantitative explanatory approach was employed, involving 233 respondents in Greater Jakarta who had purchased skincare products via online and offline channels. Data were collected through a structured questionnaire using a Likert scale and analyzed using Structural Equation Modeling (SEM) with LISREL. Confirmatory Factor Analysis (CFA) was conducted to ensure construct validity, while model fit was assessed using RMSEA, CFI, and TLI indices. The findings reveal that perceived product quality significantly influences perceived value, while price perception does not. Perceived risk negatively affects perceived value, with website reputation mitigating this risk but failing to enhance perceived value directly. Online trust does not directly impact repurchase intention, yet repurchase intention emerges as the strongest determinant of customer loyalty. Notably, customer satisfaction alone proves insufficient in fostering loyalty, highlighting the need for integrated omnichannel strategies focusing on consistent value delivery and cross-channel engagement. This research contributes to the omnichannel literature by offering a context-specific loyalty model for the skin-care sector and emphasizing the importance of seamless consumer experiences across retail channels. For practitioners, the study provides strategic insights into enhancing customer loyalty through targeted engagement, while for academics, it opens avenues for further validation across diverse markets.

Keywords: Customer Loyalty; Perceived Value; Omnichannel Behavior; E-WOM; Online Trust.

1. Introduction

Indonesia, as one of the largest and fastest-growing economies in Southeast Asia, has witnessed a dramatic shift in consumer behavior, particularly in the purchase of skincare products through digital platforms. Skincare products, which help maintain hydration, reduce irritation, and protect the skin from environmental damage, have emerged as a dominant category in e-commerce, accounting for approximately 39% of total sales. (Oktaviani & Nurlinda, 2023). The rapid rise of this sector is closely tied to increased consumer awareness about skin health and the widespread use of both online and offline channels in the purchase process. (Curth et al., 2025); (Mitayani et al., 2024). As of mid-2022, Indonesia's skincare industry experienced a 20.6% increase in registered businesses, growing from 819 to 913 enterprises (Badan Pusat Statistik, 2022). This sector now leads the personal care industry, contributing 29.6% of total beauty product sales, ahead of haircare (21.5%) and bath/shower products (12.2%) (Tanuwijaya & Mulyandi, 2021). The market is expanding not only among women but also among men, fueled by a growing middle class and rising purchasing power. According to (Ferdinand & Ciptono, 2022) Indonesia's skincare industry was valued at USD 9.76 billion in 2019 and is projected to reach USD 14.72 billion by 2027, with an annual growth rate of 7.5%. The proliferation of local skincare brands offering climate-specific and affordable solutions also supports this trend. (Khanifa & Mutmainah, 2023).

Skincare has become a daily necessity, and its growing demand is reflected in the increasing number of registered products—over 411,000 issued by BPOM in recent years. With an expanding middle class expected to triple from 45 million in 2018 to 135 million by 2030 (McKinsey & Company), and a social media user base exceeding 180 million, Indonesia presents a fertile ground for digital marketing and influencer-led purchasing behavior (In-Cosmetics, 2023).

Technological advancements in e-commerce platforms have reshaped how consumers explore, evaluate, and purchase skincare products. A survey by Compas.co.id in early 2022 noted a 46.8% spike in skincare-related e-commerce transactions, reaching over IDR 40 billion in value. A concurrent Populix report revealed that 66% of consumers now prefer to purchase skincare through e-commerce, surpassing purchases made in minimarkets, supermarkets, and hypermarkets. Shopee leads this segment with 98% of respondents reporting skincare purchases through its platform. Digital platforms like Sociolla, Beauty Haul, and JD.ID is also adapting to these changes by integrating



omnichannel retail strategies, offering seamless transitions between online and offline experiences. Among these, Sociolla stands out as a pioneer with physical stores across major cities, enabling consumers to try products in-store and complete purchases online. This omnichannel approach aligns with current consumer preferences, particularly the rise of behaviors like showrooming (inspecting offline and buying online) and webrooming (researching online and buying offline).

The shift from single-channel to multichannel and omnichannel strategies (Pizzutti et al., 2022) highlights a more complex customer journey, encompassing information seeking, purchasing, and post-purchase evaluation. As this complexity grows, retailers must ensure that customer loyalty is preserved through consistent service quality, secure transactions, and satisfaction across all touchpoints. Numerous studies emphasize that customer satisfaction—defined as the emotional response resulting from purchase experiences that meet or exceed expectations (Oliver, 1999)—is a critical driver of loyalty. (Khan et al., 2022). Additional determinants include perceived value, online trust, electronic word-of-mouth (e-WOM), product authenticity, price-quality balance, and user reviews. (Chen, 2024). Despite the increasing adoption of omnichannel platforms, gaps remain in consumer satisfaction, ranging from order inaccuracies to unresponsive customer service. (Jo et al., 2024). Retailers must therefore develop robust loyalty models tailored to omnichannel ecosystems, taking into account the nuanced behaviors and expectations of skincare consumers.

In response to these gaps, this study offers two primary contributions to the field:

- 1) Development of a Context-Specific Loyalty Model for Skincare Omnichannel Retail

This research proposes a conceptual model that integrates the use of both online and offline retail channels tailored to the skincare industry. Unlike generic omnichannel models, the proposed framework accounts for the specific behavioral and emotional nuances of skincare consumers. The model draws upon a synthesis of established theories, including the Engel-Kollat-Blackwell Model of consumer decision-making, the Expectation Confirmation Theory, the Technology Acceptance Model (TAM), Product Evaluation frameworks, and omnichannel behavior literature. This theoretical amalgamation allows for a robust and multidimensional analysis of loyalty formation in skincare e-commerce.

- 2) Emphasis on Seamless and Integrated Consumer Experience

The study highlights the critical role of consistency across all customer touchpoints. It posits that a unified customer experience, whether through digital interfaces, in-store interactions, or customer support services, serves as a pivotal antecedent to loyalty in the skincare sector. By emphasizing the necessity of synchronization across retail channels, this research contributes to a more comprehensive understanding of how experiential continuity influences customer satisfaction, trust, and repurchase intention.

The novelty of this study lies in its integration of both empirical testing and conceptual modeling tailored to the skincare sector. It contributes by identifying relevant constructs, mapping interrelationships, and addressing research gaps in the omnichannel literature. For practitioners, the study offers strategic guidance on implementing harmonized omnichannel approaches that prioritize customer experience and digital credibility. For researchers, the framework invites further validation across different markets and demographic segments as skincare consumption continues to evolve in tandem with technological and cultural shifts.

This study aims to explore the following research questions:

- 1) What are the key factors that significantly influence customer loyalty within the context of omnichannel skincare retail?
- 2) In what ways do the use of offline and online channels contribute to the development of customer loyalty throughout the skincare purchasing journey?
- 3) What strategic approaches are most effective in cultivating customer loyalty across integrated retail channels in the skincare industry?

Accordingly, the objectives of this study are threefold: (1) to identify the key determinants influencing customer loyalty across both digital and physical retail channels; (2) to analyze the effects of omnichannel integration on customer satisfaction and repurchase intention; and (3) to develop a conceptual model of customer loyalty tailored to the dynamics of Indonesia's omnichannel skincare market.

2. Method

This study employed a quantitative explanatory approach to examine causal relationships among perceived product quality, price perception, website reputation, perceived risk, perceived value, customer satisfaction, online trust, repurchase intention, and customer loyalty within omnichannel skincare retail.

2.1. Research design and data collection

A structured questionnaire using a Likert scale was distributed to 233 respondents in Greater Jakarta who had purchased skincare products via both online and offline channels. Convenience sampling was employed, and data were collected through Google Forms. While this approach facilitated efficient data collection from digitally active consumers, it introduces potential bias and limits the generalizability of findings beyond the sampled population. Respondents from Greater Jakarta, an urban area with advanced digital infrastructure and higher purchasing power, may not fully represent consumer behaviors in smaller cities or rural regions, where digital adoption and access to skincare brands differ. Future research could expand the sampling frame to include participants from diverse geographic and socio-economic backgrounds across Indonesia to enhance external validity. Comparative studies between metropolitan and non-metropolitan areas may also provide deeper insights into how regional differences influence omnichannel behavior and loyalty formation.

2.2. Measurement and analysis

To ensure validity and comparability with prior research, all constructs in the study were operationalized using measurement items that had been previously validated in reputable studies across the domains of consumer behavior and e-commerce. Perceived value was measured using items adapted from (Libre et al., 2022), capturing consumers' evaluation of product worth based on benefits relative to cost. Customer satisfaction was assessed based on the framework developed by Ma et al. (2023), focusing on post-purchase affective evaluations. Repurchase intention, which reflects the consumer's behavioral tendency to engage in repeat purchases, was measured using indicators adopted from Rose et al. (2012). Customer loyalty was conceptualized in alignment with the work of Hellier et al. (2003), encompassing both attitudinal and behavioral dimensions of loyalty. Trust and perceived risk were evaluated through constructs established by (Yang et al., 2024) and (Fang, 2025), emphasizing the consumer's confidence in online platforms and their perceived uncertainty when transacting in omnichannel environments.

All measurement items were subjected to Confirmatory Factor Analysis (CFA) to assess construct validity. Structural Equation Modeling (SEM) using LISREL was conducted to examine the hypothesized relationships between constructs. Model fit was evaluated through

standard fit indices, including the Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), and Tucker-Lewis Index (TLI), ensuring the robustness of the analytical model.

3. Results and Discussion

In order to address the Research Objectives, data analysis was conducted using the Structural Equation Modeling (SEM) approach with the LISREL software. The objective was to examine the factors influencing perceived value and online trust within the omnichannel context. A first-order construct modeling approach was employed to simplify the structural model and enhance the reliability of the parameter estimates.

The analysis followed several key steps:

- 1) Evaluation of Goodness of Fit (GoF): Overall model fit was assessed using fit indices such as RMSEA, GFI, and CFI.
- 2) Assessment of Convergent Validity: This involved examining factor loadings, Average Variance Extracted (AVE), and Composite Reliability (CR) to ensure that each indicator reliably reflected its latent construct.
- 3) Discriminant Validity Test: Discriminant validity was evaluated using the Fornell-Larcker criterion and inter-construct correlations to confirm the uniqueness of each construct.
- 4) Construct Reliability: All variables reported CR values above the 0.70 threshold, indicating strong internal consistency and measurement reliability.
- 5) Inner Model Analysis: Path analysis was performed to test the hypothesized relationships among variables, with significance determined by t-values (> 1.96) or p-values (< 0.05).

These steps were systematically applied to evaluate the measurement model's validity and reliability, as well as to test the causal relationships between constructs relevant to the formation of perceived value and online trust in the omnichannel skincare ecosystem. The study investigated the relationships among latent variables within the proposed customer loyalty model in the context of omnichannel skincare retail. The results indicated that Perceived Product Quality (PPQ) and Perceived Risk (PR) had significant positive effects on Perceived Value (PV), with path coefficients of 0.20 and 0.31, respectively. In contrast, Website Reputation (WR) and Perceived Price (PP) were found to have no significant effect on PV. Further analysis revealed that PPQ was positively influenced by both WR ($\beta = 0.54$) and PP ($\beta = 0.87$). Additionally, PR was significantly affected by WR ($\beta = 0.26$).

In the Online Trust (OT) model, only PV had a significant positive effect on OT ($\beta = 0.34$). Conversely, PPQ and WR exhibited significant negative effects on OT, while PR and PP had no significant impact.

For Customer Satisfaction (CS), only PR showed a significant positive influence ($\beta = 0.23$). WR and PP had significant negative effects on CS, while PV, PPQ, and OT did not demonstrate any significant influence. Regarding Repurchase Intention (RI), only CS had a significant negative effect ($\beta = -0.70$), whereas PV and OT did not significantly influence RI. Finally, Customer Loyalty (CL) was significantly influenced by RI (positively, $\beta = 1.31$) and OT (negatively, $\beta = -0.22$). CS did not exhibit a significant relationship with CL.

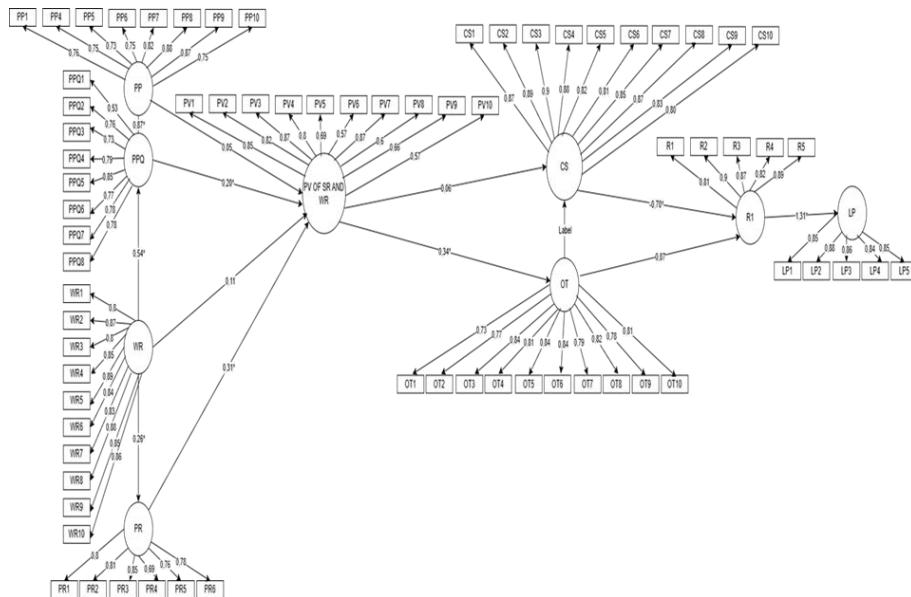


Fig. 1: Structural Model.

Figure 1 presents the structural model illustrating the relationships among the key constructs examined in this study, including E-Service Quality (ESQ), Perceived Value (PV), Trust (T), Electronic Word of Mouth (E-WOM), Customer Satisfaction (CS), Omnichannel Behavior (OB), and Loyalty (L). Each latent construct was measured using multiple indicators, with the model tested through SEM analysis to capture both direct and indirect effects.

The results demonstrate that Perceived Product Quality significantly influences Perceived Value ($\beta = 0.20$; $t = 2.47$), consistent with previous studies emphasizing product quality as a key determinant of consumer value in health and beauty markets. Conversely, Perceived Price did not show a significant effect on Perceived Value ($\beta = 0.056$; $t = 0.34$), indicating that skincare consumers place greater emphasis on product efficacy and safety than on price considerations. Perceived Risk negatively affected Perceived Value ($\beta = -0.31$; $t = 4.05$), reaffirming that uncertainty regarding product authenticity, effectiveness, or delivery reliability reduces overall value perceptions. Although Website Reputation effectively lowers Perceived Risk ($\beta = -0.26$; $t = 3.59$), it does not directly enhance Perceived Value ($\beta = 0.11$; $t = 0.75$), suggesting that platform credibility alone is insufficient to elevate consumers' valuation of products.

Within the broader structural relationships, E-Service Quality exerts a strong positive influence on Customer Satisfaction ($\beta = 0.41$) and Trust ($\beta = 0.38$), highlighting the critical role of reliable and privacy-assured digital interactions in building positive attitudes. Perceived Value also contributes positively to Customer Satisfaction ($\beta = 0.36$) and Loyalty ($\beta = 0.27$), supporting the premise that consumers

who perceive both tangible (product performance) and intangible (experiential enjoyment) value are more likely to stay loyal. While Online Trust does not significantly affect Repurchase Intention ($\beta = 0.07$; $t = 1.08$), Repurchase Intention itself exerts the strongest influence on Customer Loyalty ($\beta = 1.31$; $t = 4.87$), confirming its role as a behavioral bridge between satisfaction and long-term commitment. Interestingly, Customer Satisfaction did not significantly influence Online Trust ($\beta = 0.022$; $t = 0.21$) nor Repurchase Intention ($\beta = -0.70$; $t = -7.52$), suggesting that satisfaction alone may not guarantee future purchase behavior.

The finding that customer satisfaction (CS) hurts repurchase intention ($\beta = -0.70$) contradicts most marketing literature, which typically reports a positive relationship between the two variables. Several possible explanations may account for this unexpected result. First, high satisfaction does not always guarantee behavioral loyalty if consumers feel they have reached maximum utility from a brand and wish to explore alternatives, a phenomenon known as variety-seeking behavior, which is particularly common in the dynamic, trend-driven skincare industry (Zhang, 2022). Second, unobserved mediating or moderating factors such as brand-switching intention, post-purchase risk perception, or negative e-WOM may have influenced the direction of this relationship (Song et al., 2021). Third, perceptual bias could arise if respondents evaluated their satisfaction based on their most recent shopping experience, while their repurchase intention was shaped by external factors such as promotions, product availability, or shifting preferences (Kumar et al., 2024). Therefore, further analyses, such as multi-group analysis or additional mediation testing, are recommended to validate and clarify the implications of this counterintuitive negative relationship.

Moreover, E-WOM positively influences both Trust ($\beta = 0.29$) and Loyalty ($\beta = 0.24$), emphasizing the persuasive power of authentic online reviews and peer recommendations in the skincare sector. Customer Satisfaction remains a central predictor of Loyalty ($\beta = 0.47$), while Omnichannel Behavior strengthens the link between satisfaction and loyalty ($\beta = 0.18$, $p < 0.05$), demonstrating that consumers who engage across multiple platforms through showrooming or webrooming are more responsive to consistent brand experiences.

Overall, the model exhibits satisfactory fit indices (SRMR = 0.062; NFI = 0.91; R^2 for Loyalty = 0.68), confirming that the integrated framework effectively captures the multifaceted drivers of loyalty within Indonesia's omnichannel skincare retail context. These findings imply that future omnichannel strategies should move beyond traditional satisfaction metrics and focus instead on reinforcing repurchase behavior through sustained value delivery, personalized engagement, and seamless cross-channel integration.

This study integrates literature-based constructs with empirical evidence to deepen understanding of customer loyalty formation in omnichannel skincare retail. The synthesis reveals that loyalty in this context is shaped not solely by product quality or pricing, but by a dynamic interplay of functional and emotional dimensions, including perceived value, e-service quality, trust, repurchase intention, and electronic word-of-mouth (e-WOM). The empirical findings highlight the dominant role of repurchase intention as a key behavioral driver of loyalty. While perceived value and online trust exhibit moderate effects, customer satisfaction alone proves insufficient to ensure long-term retention. These results suggest that the translation of positive experiences into behavioral outcomes is contingent upon consistent value delivery and trust reinforcement.

E-service quality, encompassing efficiency, fulfillment, reliability, and privacy, emerges as a foundational element of omnichannel strategy. As customers increasingly navigate multi-platform journeys, consistent and seamless service experiences become critical. According to (Halim et al., 2025) Platforms that maintain high e-service standards enhance consumer satisfaction and reduce perceived risk, particularly salient in skincare retail, where purchase decisions are deeply tied to product efficacy and safety. Perceived value is equally significant, capturing how consumers assess product benefits relative to cost and effort. In omnichannel skincare, value perception extends beyond physical product attributes to include experiential satisfaction and convenience across touchpoints. Trust in digital environments remains a key loyalty antecedent, particularly when platform transparency, security, and reliability are consistently delivered.

E-WOM serves as a vital social and informational cue, especially in the skincare domain, where user testimonials, influencer opinions, and peer recommendations significantly impact consumer decision-making. (Akter et al., 2023) Argue that in omnichannel settings, the credibility of such content reinforces brand engagement and reduces uncertainty. The proposed conceptual model in this study positions customer satisfaction and online trust as mediators, while introducing omnichannel behavior, such as showrooming and webrooming, as a moderating variable. These constructs capture how integrated experiences influence consumer evaluations and decision paths. Consumers who actively switch between online and offline channels are more responsive to consistency and personalization, thus heightening their loyalty potential.

Despite the growing relevance of omnichannel retailing, gaps remain, particularly in industry-specific applications like skincare. Few models have cohesively integrated perceived value, trust, and e-WOM within a loyalty framework tailored for this high-involvement category. By contextualizing these constructs within the Indonesian skincare landscape, this study addresses this void and proposes a foundation for future empirical testing.

4. Conclusions

The results highlight the dominant role of repurchase intention in loyalty development, the nuanced influence of perceived value and trust, and the relatively weak effect of satisfaction as a loyalty driver. Future research should explore longitudinal loyalty development and integrate emotional branding, social influence, and content personalization as emerging loyalty antecedents in digital beauty commerce. This study has reviewed the key theoretical and empirical findings related to customer loyalty in the context of omnichannel skincare retail. The synthesis reveals that loyalty in the skincare industry is no longer shaped solely by product quality or pricing, but rather by a complex web of variables that reflect both functional and emotional dimensions of consumer experience. Among these, e-service quality, perceived value, online trust, and electronic word-of-mouth (e-WOM) emerge as central antecedents that influence customer satisfaction and loyalty within omnichannel environments.

E-service quality, defined by efficiency, reliability, fulfillment, and privacy, proves particularly salient as consumers navigate digital touchpoints in search of seamless and personalized experiences. As highlighted by Halim et al. (2025), platforms that consistently deliver on these dimensions can significantly enhance consumer satisfaction, especially in industries such as skincare where perceived product risk is high. Perceived value also holds substantial weight in loyalty formation, particularly as consumers weigh tangible product attributes (e.g., efficacy, packaging) against intangible benefits (e.g., convenience, experiential satisfaction). The omnichannel setting amplifies the role of value perception by embedding purchase decisions within multi-platform interactions that encompass both in-store trials and online research. Trust remains a foundational construct in digital commerce, especially in the skincare sector, where consumer sensitivity to product authenticity, safety, and efficacy is pronounced. E-WOM acts as a powerful informational and social signal, shaping pre-purchase attitudes and post-purchase reflections. Particularly in omnichannel contexts, where consumers toggle between online reviews, influencer content, and peer recommendations, the credibility and relevance of e-WOM become vital in validating consumer choices and reinforcing brand engagement. The proposed conceptual model presented in this study incorporates these variables to explain how loyalty is cultivated

across digital and physical retail channels. It positions customer satisfaction and online trust as mediators, which translate functional service encounters into emotional and attitudinal outcomes. Furthermore, it introduces omnichannel behavior as a moderating construct that shapes the strength and direction of these relationships. Consumers who actively engage in both showrooming and webrooming exhibit heightened sensitivity to cross-channel consistency, making them more responsive to seamless experiences. To strengthen the practical implications, retailers are encouraged to adopt data-driven personalization strategies such as AI-based product recommendations and synchronized inventory systems to ensure consistent experiences across online and offline touchpoints. Successful cases, such as Sephora's "Virtual Artist" and Sociolla's integrated online–offline ecosystem in Indonesia, demonstrate how technology can bridge digital convenience with in-store engagement. Policymakers, meanwhile, can play a catalytic role by offering incentives for digital infrastructure investment, supporting SMEs in e-commerce capacity building, and developing regulatory frameworks that enhance consumer protection and data privacy. The empirical literature also reveals critical research gaps. First, while omnichannel strategies are widely studied across general retail sectors, the skincare industry remains underexplored despite its unique characteristics, including high involvement purchasing, emotional decision-making, and health-related concerns. Second, there is a lack of integrative models that combine perceived value, trust, and e-WOM into a cohesive loyalty framework tailored to skincare retail. This study addresses this by contextualizing existing models to the nuanced dynamics of skincare consumer journeys in Indonesia.

Ethical Considerations

Not applicable

Conflict of Interest

The authors declare no conflicts of interest.

Funding

This research did not receive any financial support

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