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## **Bridging Clicks and Bricks: Service Quality, Customer Satisfaction, and Customer Loyalty at Uniqlo Indonesia**

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### **Abstract**

In the intensely competitive fast fashion sector, client loyalty is acknowledged as a crucial determinant of corporate profitability, primarily upheld by providing outstanding service across omnichannel platforms. This study extends previous research that establishes customer satisfaction as a mediator between physical service quality and customer retention by using digital service measures. Consequently, it investigates the role of customer satisfaction as a mediator in the relationship between both online and offline service quality and loyalty outcomes. Data for this empirical study were gathered from Uniqlo Indonesia customers through digitally disseminated surveys, resulting in 74 valid responses for further research. Data analysis was performed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The empirical data indicate a distinct mediation mechanism: customer satisfaction fully mediates the influence of offline service quality on customer loyalty, while it shows no mediating effect concerning online service quality. Conversely, the quality of internet services exerts a direct impact on client loyalty. This dual-channel concept suggests that physical service dimensions influence loyalty indirectly through satisfaction, whereas digital service dimensions affect loyalty directly. Thus, the study recommends that practitioners should deliberately focus on maximising customer satisfaction in offline settings while concurrently improving online service quality to directly enhance customer retention.

**Keywords:** offline service quality; online service quality; customer satisfaction; customer loyalty; fast fashion

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## INTRODUCTION

Customer loyalty is an essential component of corporate success, characterised by the extent to which customers consistently engage in transactions with a specific organisation rather than seeking alternatives (Peek, 2023). A McKinsey report emphasised the importance of customer loyalty, indicating that 64% of customers were more inclined to purchase from a business with which they had a robust loyalty connection (Chapple et al., 2022). The company will get free advertising from its loyal customers in addition to repeat business. According to Tessitore (2022), approximately 90% of people were more likely to consider purchasing products or services recommended by loyal customers. Not only that, loyal customers tended to spend 300% more than those who were not loyal (Tessitore, 2022). These benefits from nurturing strong customer relationships contribute significantly to increased profitability for businesses (Chapple et al., 2022; Tessitore, 2022).

As customer behaviour advances, the significance of fulfilling online expectations has increased substantially. Digitalisation has profoundly affected service quality, a crucial determinant of client loyalty. Service quality, characterised as a customer's comprehensive evaluation of the disparity between anticipated and actual services (Parasuraman et al., 1985), must now be provided across two distinct channels: online and offline. The digital sales growth has been consistently outpacing the offline sales growth, and it is expected that the spending on offline retailers will decline by 3% from 2025 to 2028 (Andrée & Copestake, 2025). Despite its low growth rate, a survey on over 20,000 consumers in 27 countries by EY Future Consumer Index (FCI) found that physical stores remained the dominant channels across various product categories, with 94% of consumers purchasing the products in-store after browsing across channels (Andrée & Copestake, 2025). With that being said, instead of viewing digital as the competitor of physical stores, retailers should aim to strike the right balance between the two to enhance the overall experience, build loyalty, and foster trust. By integrating digital and physical environments, retailers can redefine their spaces to focus more on personalised experiences.

Prior research indicates that delivering excellent service quality is insufficient on its own to drive profitability through customer loyalty. As established by Ramsaran-Fowdar et al. (2010), customer satisfaction plays an indispensable mediating role in this dynamic. Specifically, when consumers experience superior service—whether through physical or digital channels—it fosters a high level of satisfaction, which subsequently cultivates enduring brand loyalty. Consequently, to effectively enhance both customer retention and financial performance, businesses must look beyond merely providing top-tier service; they must also actively measure and elevate overall customer satisfaction.

The strategic triangle of service quality, client satisfaction, and loyalty has gained paramount importance in the fashion industry (Islam et al., 2012). Although it ranks as the fourth-largest

contributor to global GDP, the industry had a catastrophic 93% decline in profits during the pandemic (McKinsey, 2020; Vilaça, n.d.). Furthermore, experts project this economic deceleration to persist into 2026, signalling a prolonged cyclical downturn (Balchandani et al., 2026). To mitigate the effects of this sluggish growth, cultivating customer loyalty has emerged as a critical imperative (de Bascher et al., 2022). Consequently, fashion retailers can leverage robust multichannel service quality—specifically by integrating mobile applications with physical storefronts—to elevate the overall shopping experience. This seamless integration is essential for driving customer satisfaction and securing the long-term loyalty needed to weather the forecasted economic challenges of 2026 (Balchandani et al., 2024; Patten et al., 2020).

A recent report by Fast Retailing (2025) indicates that Uniqlo is among the top three fast-fashion brands worldwide in sales, with Inditex (Zara) and H&M. Moreover, Uniqlo is recognised as the fastest-growing brand globally, with a brand worth of US\$21.6 million (Apparel Resources, 2025). This global dominance extends significantly into Indonesia, a market deemed critical by founder and CEO Tadashi Yanai. In 2013, he stressed the importance of achieving success in Indonesia as a crucial step towards establishing relevance in the wider South-east Asian market (The Jakarta Post, 2013). Reflecting this strategic focus, Euromonitor (2023) identified Uniqlo as the leading apparel brand in Indonesia, achieving the highest retail selling price (RSP) value at IDR 3,645.8 billion.

As a leading player in the fast fashion industry, Uniqlo is committed to delivering an optimal consumer experience. To maintain strict control over its service quality, the brand strategically bypasses third-party marketplaces, opting instead to retail exclusively through its proprietary mobile application (Anna, 2021). This application functions as both a comprehensive digital catalogue and an e-commerce platform, providing flexible fulfilment options such as home delivery or in-store pickup. It also actively engages users through promotional notifications and incentivizes downloads with exclusive membership rewards and welcome coupons. Concurrently, by recognising its strong brick-and-mortar foundation, Uniqlo augments its standard offline operations with specialised in-store services. These include flexible product returns and customised garment alterations designed to provide a superior physical fit (Van, T., 2022). Furthermore, Uniqlo seamlessly integrates its physical and digital channels through the "Order to Me" service, where in-store staff assist customers in purchasing out-of-stock physical items via the online platform.

This study seeks to examine the synergistic effect of online and offline service quality on customer loyalty, considering Uniqlo's significant role in Indonesia's fast fashion sector. While prior research has predominantly analysed these channels in isolation, this research adopts an integrated approach. Furthermore, it investigates the mediating role of customer satisfaction within this dual-channel framework—examining how satisfaction, driven by both physical and digital service experiences, ultimately dictates customer loyalty. Despite the growing prevalence of omnichannel retail, this specific mediation pattern remains underexplored. Ultimately, elucidating the interplay

between integrated service quality, customer pleasure, and loyalty will provide practical insights for Uniqlo Indonesia to enhance customer retention through effective multichannel service initiatives.

## LITERATURE REVIEW

### Customer Loyalty

The notion of client loyalty has transformed from a mere transactional measure to a multifaceted relationship framework. Although certain viewpoints have traditionally equated loyalty with simply repurchase frequency (Yoo et al., 2013), contemporary research acknowledges it as a significant emotional connection. Loyalty constitutes an ongoing emotional relationship characterised by a sense of pride and affiliation with the brand (Hyken, 2022; Kumar, 2023). This affective commitment creates a psychological resilience, leading customers to disregard situational influences and actively ignore competitors' marketing efforts (Oliver, 1997). As a result, customer loyalty is defined as a two-part concept: a strong emotional bond and a willingness to buy the same brand again and again, even when the market is pushing them to do something else.

To empirically measure this complex construct, the marketing literature predominantly relies on a two-dimensional framework comprising attitudinal and behavioural components (Cheng, 2011; Jacoby & Kyner, 1973), alternatively conceptualised as deterministic and stochastic loyalty, respectively (Odin et al., 2001). Although some scholars have explored extended models incorporating specific cognitive, affective, and conative facets (Juan & Yu, 2009; Pham et al., 2018), the foundational two-dimensional approach remains the most widely adopted standard for capturing both the psychological and observable aspects of loyalty (Cheng, 2011). Therefore, this research adopts these established dual dimensions to evaluate customer loyalty:

- *Behavioural (stochastic) loyalty*: This dimension captures the observable, tangible actions of the consumer (Odin et al., 2001). It is reflected in the actual execution of a purchase and is primarily quantified by the frequency at which a customer repurchases a product (Aydin & Özer, 2005; Aydin et al., 2005).
- *Attitudinal (deterministic) loyalty*: Because observable behaviour alone cannot explain the underlying motivations driving a purchase, attitudinal loyalty serves as its crucial theoretical counterpart (Aydin et al., 2005). This dimension captures psychological commitment to a brand, manifesting through a strong psychological preference over competitors, active brand prioritisation, and the willingness to engage in positive word-of-mouth recommendations to friends and family (Fournier & Yao, 1997).

### Omnichannel Service Quality

Grönroos (1984) characterised service quality as the consumers' subjective assessment of a service, derived from the comparison of their actual experiences with their initial expectations. Baker

et al. (1994) presented a generally adopted definition of service quality, characterising it as an attitude or assessment concerning the excellence of a certain service. Uzunboylu (2016) provided an alternative definition of service quality, defining it as the gap between customers' perceived performance of a service and their previous expectations. Service quality can be collectively described as the consumers' subjective assessment of expectations vs actual experiences.

Recently, the omnichannel strategy has been a primary emphasis in consumer experience management, particularly within the retail industry. Consumers increasingly anticipate robust integration between physical and digital touchpoints, facilitating seamless transitions across channels (Cakir et al., 2020; Sari, 2023). Omnichannel integrates several communication and distribution channels, both digital and physical, to provide a cohesive and uniform consumer experience (Fauzzia et al., 2025; Saghiri et al., 2017; Shen et al., 2018). The omnichannel strategy prioritises the analysis of channels as a cohesive, integrated system rather than as rival alternatives for customer engagement. Riaz et al. (2021) discovered that seamless and cohesive interactions across channels led to increased satisfaction and enhanced loyalty. Consequently, the omnichannel strategy has gained significant importance in consumer experience management, notably in the retail industry (Fauzzia et al., 2025; Mainardes, 2019).

### Offline Service Quality

Offline service quality is defined as a subjective assessment or attitude developed when clients juxtapose their service expectations with the actual service delivered in a physical retail setting. Although foundational frameworks such as SERVQUAL provide a platform for evaluating general service quality (Parasuraman et al., 1985), measuring quality in a physical retail environment necessitates a context-specific methodology. Because the dynamics of retail differ significantly from other service sectors, general measurements are often insufficient (Kaul, 2007). To capture the unique nuances of the physical store experience, the Retail Service Quality Scale (RSQS) was established as a comprehensive, validated framework specifically tailored for retail environments (Dabholkar et al., 1996; Kaul, 2007). Accordingly, this study adopts the RSQS model, which operationalizes offline service quality through five core dimensions (Dabholkar et al., 1996):

1. *Physical aspects*: the store's appearance and the convenience of its layout.
2. *Reliability*: The ability to keep promises and do things right.
3. *Personal interaction*: The service providers' courtesy, assistance, confidence, and trustworthiness.
4. *Problem-solving*: The service providers' ability to handle problems, such as returns, exchanges, and customer complaints.
5. *Policy*: The physical store's policy, such as operating hours, payment options, parking, etc.

### Online Service Quality

The phrases ‘e-service quality’ and ‘online service quality’ are interchangeable (Saha & Zhao, 2005); therefore, the theory of e-service quality was employed to elucidate online service quality in this study. E-service quality theoretically denotes the overall assessment of a digital platform’s capacity to enable a flawless transaction. Instead of concentrating on a solitary touchpoint, it is envisioned as a comprehensive process that includes the entire consumer journey, from the initial information search and platform navigation to the transaction’s completion, post-purchase policies, and final satisfaction with the product (Wolfenbarger & Gilly, 2003). The e-service concept fundamentally assesses how well digital interfaces, including websites (Zeithaml, 2000) and mobile applications (Wirapraja et al., 2021), facilitate efficient and effective buying, purchasing, and delivery. Consequently, e-service quality is defined as the degree to which a digital platform enables a seamless and efficient transaction process from initiation to completion.

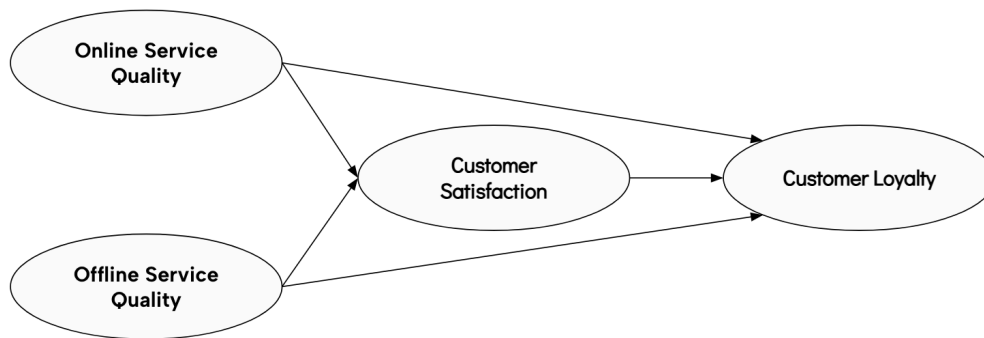
To measure online service quality, assessment models have evolved to capture the unique nature of digital environments. For instance, Parasuraman et al. (2005) adapted traditional service quality models to create the E-S-QUAL (Electronic Service Quality) framework. Building upon this foundational model to specifically address the mobile commerce environment, Abu Amar Fauzi (2018) formulated distinct measurement items for assessing electronic service quality on mobile applications, as outlined below:

1. *Information quality*: The information quality in the mobile application.
2. *Application design*: The ease of using the mobile application.
3. *Payment method*: The convenience of the payment method available in the mobile application.
4. *Security and privacy*: The security of transactions and personal information in the mobile application.

### Customer Satisfaction

Customer satisfaction is conceptualised as a dual-process construct driven by cognitive evaluations and affective responses. From a cognitive perspective, satisfaction is grounded in an expectancy-performance framework, and it is determined by the evaluative gap between customers’ expectations and the product’s actual performance (Tse & Wilson, 1998). This comparative process results in an overall cognitive judgement regarding the level of consumption-related fulfilment the product delivers (Oliver, 1997). Customer satisfaction can also be evaluated from an affective dimension. The comparison between expected and perceived performance generates a distinct emotional response, such as happiness or disappointment (Kotler & Keller, 2009). Emphasising this emotional component, satisfaction ultimately manifests as a positive affective reaction to a specific brand experience at a given moment (Shemwell et al., 1998). All in all, customer satisfaction is

formed at the intersection of these two processes: the cognitive comparison of expectations versus performance, and the resulting emotional reaction.



**Figure 1. Theoretical Framework**

Previous studies suggest that service quality is a key driver of customer loyalty across both offline and online contexts. In offline settings, studies indicate that higher perceived service quality leads to stronger customer loyalty, while poor service quality reduces loyalty levels (Matos & Rossi, 2009; Slack & Singh, 2020). Similarly, a study by Makanyeza and Mumiriki (2016) suggests that customer-centric organisations rely on delivering superior quality to create value, enhance satisfaction, and ultimately foster loyalty. In online environments, the relationship follows a comparable pattern. A positive online shopping experience has been shown to increase repurchase intentions and reduce customers’ tendency to switch to competitors (Szymanski & Hise, 2000), and website service quality directly enhances both satisfaction and loyalty (Lin & Sun, 2009). Collectively, these studies indicate a persistent positive correlation between service quality, in both offline and online contexts, and customer loyalty.

Previous research suggests that the relationship between service quality in both channels is not entirely direct but is frequently mediated by customer pleasure. The quality of service, regardless of being provided through online or offline channels, is pivotal in influencing customer satisfaction (Susskind et al., 2003; Wirapraja et al., 2021). When service performance aligns with or above customer expectations, people are more inclined to create favourable assessments of the brand. Satisfied customers often develop emotional connections and favourable perceptions, resulting in enhanced loyalty behaviours, including recurrent purchases and pleasant word-of-mouth (Fatima et al., 2018). Previous research has substantiated this process, demonstrating that customer satisfaction mediates the relationship between service quality and customer loyalty (Hadi et al., 2016; Yee et al., 2010).

Customer satisfaction may play different roles across online and offline channels due to the potentially distinct nature of consumption experiences in fast fashion retail. Offline shopping in stores is often conceptualised as more experiential, where sensory interaction, store ambience, and interpersonal service encounters may elicit affective responses that strengthen the role of satisfaction

as a mediating mechanism (Bitner, 1992; Pine II & Gilmore, 1998). In contrast, online shopping may be more utilitarian and task-oriented, where customers tend to prioritise efficiency, convenience, and system performance, leading to more direct cognitive evaluations of service quality (Parasuraman et al., 2005; Zeithaml et al., 2002). In such contexts, it is possible that online service quality influences loyalty more directly, without necessarily being fully translated into overall satisfaction judgements. In omnichannel settings, this potential duality may help explain why customer satisfaction may play a different role across channels.

Overall, previous studies suggest a coherent pattern in which service quality influences customer loyalty directly and indirectly through customer satisfaction. Therefore, the following hypotheses are formulated:

H1: Offline service quality will influence customer loyalty.

H2: Online service quality will influence customer loyalty.

H3: Customer satisfaction will mediate the relationship between online service quality and customer loyalty.

H4: Customer satisfaction will mediate the relationship between offline service quality and customer loyalty, similar to how it mediates the relationship between online service quality and customer loyalty.

## METHODS

### Sampling and Data Collection

This quantitative study relies on primary data collected through structured questionnaires. To ensure both relevance and statistical validity, the research employed a purposive random sampling technique. As outlined by Stratton (2024), this hybrid approach merges the strict inclusion criteria of purposive sampling with the unbiased selection of random sampling, allowing researchers to target specific experiences while maintaining their ability to generalise findings. Consequently, respondents were randomly selected from a pool of individuals who met the following predefined criteria: (1) Reside in Indonesia and are at least 17 years of age; (2) Have purchased Uniqlo products from both a physical storefront and the Uniqlo mobile application; (3) Have utilised at least one specific Uniqlo service; (4) Have prior experience interacting with Uniqlo Indonesia's customer service team. Seventy-four data points were collected and analysed in this research, with the breakdown as follows: 66.3% of the respondents are 17–25 years old, 20.3% are 26–35 years old, 6.7% are 36–45 years old, and another 6.7% are over 45 years old. Using the G\*Power method recommended by Hair et al. (2017), with a medium effect size (0.15), a significance level of 0.05, and 80% statistical power, the minimum required sample size is 43. Therefore, the 74 collected responses are considered sufficient.

**Measures**

Four variables are measured using five-point likert scale, with 1 represents strongly disagree and 5 represents strongly agree. Table 1 shows the operationalization of all variables:

**Table 1. Measurement Items**

Variable	Dimensions	Code	Items
Customer Loyalty	Stochastic Approach	CL1	I will go on purchasing from Uniqlo Indonesia.
		CL2	If I bought a new clothing, I would prefer to go to Uniqlo Indonesia.
	Deterministic Approach	CL3	I recommend Uniqlo Indonesia to people
		CL4	I encourage friends who plan to buy at Uniqlo Indonesia.
		CL5	Even if the other clothing store was cheaper, I would go on purchasing from Uniqlo Indonesia.
Offline Service Quality	Physical Aspects (Appearance)	OFSQ 1	Uniqlo Indonesia store equipment looks modern. (ex: mirrors, room dividers, cashier desks, CCTV cameras).*
		OFSQ 2	Uniqlo Indonesia store fixtures looks modern. (ex: mannequins, display racks, window displays, and banner stands).*
		OFSQ 3	Overall, Uniqlo Indonesia stores are visually appealing.
		OFSQ 4	Overall, the changing rooms in Uniqlo Indonesia stores are visually appealing.*
		OFSQ 5	Promotional materials related to Uniqlo Indonesia store services are visually appealing. (ex: shopping cart and catalog).*
		OFSQ 6	Uniqlo Indonesia store changing rooms are clean.*
		OFSQ 7	Uniqlo Indonesia store changing rooms are convenient.*
		OFSQ 8	The layout of Uniqlo Indonesia stores makes it easy for me to find what I need.*
		OFSQ 9	The layout of Uniqlo Indonesia stores makes it easy for me to go around the store.*

Reliability (Promises)	OFSQ 10	Uniqlo Indonesia stores complete a service on time or as promised to the customer. (ex: the store will complete the repair service according to the promised time).*
	OFSQ 11	The Uniqlo Indonesia store provides its services at the promised time. (ex: stores provide makeover services from 10.00 - 20.00).*
Reliability (Doing-It-Right)	OFSQ 12	Uniqlo Indonesia stores deliver the service right the first time. (ex: the result of a makeover service according to the request).*
	OFSQ 13	The Uniqlo store always has what I want.*
	OFSQ 14	Uniqlo Indonesia stores can ensure the transaction process is correct (ex: shop staff will notify you if the ATM pin entered does not match).*
	OFSQ 15	Uniqlo Indonesia stores can ensure error-free sales records. (ex: the receipt that I got from the results of the purchase according to what I bought).
Personal Interaction (Inspiring Confidence)	OFSQ 16	The staff at the Uniqlo Indonesia store are knowledgeable enough to answer my questions.
	OFSQ 17	The staff at the Uniqlo Indonesia store were able to make me trust him.
	OFSQ 18	I feel safe doing transactions with Uniqlo Indonesia stores.*
Personal Interaction (Courteousness /Helpfulness)	OFSQ 19	Uniqlo Indonesia store staff provided fast service to me.
	OFSQ 20	Uniqlo Indonesia store staff notify me exactly when the service will be done. (Example: Uniqlo staff can provide accurate time estimates regarding the duration of a makeover service).*
	OFSQ 21	The Uniqlo Indonesia store staff is always willing to respond to my requests.*
	OFSQ 22	When shopping at Uniqlo Indonesia Stores, I feel that I get the attention of the store staff.*
	OFSQ 23	I was treated politely by the Uniqlo Indonesia shop staff.

	OFSQ 24	The staff at the Uniqlo Indonesia store treated me politely when I spoke on the phone.*
Problem Solving	OFSQ 25	Store Uniqlo Indonesia is willing to handle the return and exchange of goods.*
	OFSQ 26	When I have a problem, the Uniqlo Indonesia store staff show genuine attitude to solve it.*
	OFSQ 27	Uniqlo Indonesia store staff were able to handle my complaint directly.
	OFSQ 28	Uniqlo Indonesia store staff were able to handle my complaint quickly.
	OFSQ 29	Uniqlo Indonesia stores offer high quality products.*
Policy	OFSQ 30	Uniqlo Indonesia stores have convenient operating hours for all their customers.
	OFSQ 31	Uniqlo Indonesia stores accept payments through various types of media (credit card, debit, QRIS, etc.).
	ONS Q1	The Uniqlo Indonesia application provides accurate information.
Information Quality	ONS Q2	The information on the Uniqlo Indonesia application is always correct at all times.*
	ONS Q3	Information on the Uniqlo Indonesia application is easy to understand.
	ONS Q4	The Uniqlo Indonesia application contains all the information I need for my consideration in using the application.*
	ONS Q5	I like the layout (interface design) of the Uniqlo Indonesia application.*
Online Service Quality	ONS Q6	The Uniqlo Indonesia application design is creative.*
Application Design	ONS Q7	The main page of the Uniqlo Indonesia application easily guides me to get the information I need.*
	ONS Q8	The menus on the Uniqlo Indonesia application are easy to access.
	ONS Q9	The Uniqlo Indonesia application uses a nice color combination.*

	ONS Q10	The Uniqlo Indonesia app loads quickly. (The menu switching pause on the Uniqlo Indonesia application runs quickly).
	ONS Q11	The transaction process on the Uniqlo Indonesia application is easy.*
	ONS Q12	The transaction process on the Uniqlo Indonesia application is fast.*
Payment Method	ONS Q13	I feel comfortable using the payment method options provided by the Uniqlo Indonesia application.
	ONS Q14	I feel safe when making transactions on the Uniqlo Indonesia application.
	ONS Q15	The Uniqlo Indonesia application has adequate security features.
Security and Privacy	ONS Q16	The terms and conditions on the Uniqlo Indonesia App are clear.
	ONS Q17	The terms and conditions on the Uniqlo Indonesia application are easy to understand.
	ONS Q18	My personal information is safe on the Uniqlo Indonesia application.*
Customer Satisfaction	CS1	Satisfied with my decision to purchase from Uniqlo Indonesia.
Customer Satisfaction	CS2	Choosing to shop at Uniqlo Indonesia was my right decision.
Customer Satisfaction	CS3	My experience in Uniqlo Indonesia was good.

## RESULT

The data obtained from the questionnaire was evaluated via the PLS-SEM methodology. The PLS-SEM approach comprises two components: the outside model and the inside model. The outer model examines the correlation between a variable and its indicators, whereas the inner model investigates the link among variables. Four types of tests were employed to evaluate the link between a variable and its corresponding indicators: internal consistency reliability, indicator reliability, convergent validity, and discriminant validity. The internal consistency reliability was assessed by Cronbach's alpha and composite reliability, whilst indicator reliability was evaluated utilising outer loadings. Convergent validity employed Average Variance Extracted (AVE), while discriminant validity utilised the Heterotrait-Monotrait ratio (HTMT).

**Validity and Reliability Test (Outer Model)**

To retain indicators, they must achieve an outer loading value of at least 0.708, as established by Sarstedt et al. (2021). Consequently, items failing to meet this criterion were eliminated from the measurement model. As indicated by the asterisks in Table 1, this trimming process resulted in the removal of 21 offline and nine online service quality items. Notably, this extensive item reduction led to the complete exclusion of two specific offline service quality dimensions: physical aspects (convenience) and reliability (promises), which is reflected in Table 2. Theoretically, the elimination of these dimensions can be justified through existing literature. Drawing on the Kano model, Kermanshachi et al. (2022) categorise intuitive store layouts and readily available services as "attractive" qualities; while their presence delights customers, their absence does not inherently trigger dissatisfaction. Thus, a suboptimal store layout remains acceptable to consumers, a conclusion further corroborated by Siu et al. (2012), who found that layout does not significantly dictate perceived quality. Furthermore, the insignificance of the reliability dimension—specifically regarding fulfilled promises—suggests that consumers likely view features like alteration services as supplementary perks rather than fundamental drivers of a physical store's overall service quality.

**Table 2. Number of Remaining Items**

Variable	Dimensions	Original Number	Revised Number
Offline Service Quality	Physical Aspects (Appearance)	7	1
	Physical Aspects (Convenience)	2	0
	Reliability (Promises)	2	0
	Reliability (Doing-It-Right)	4	1
	Personal Interaction (Inspiring Confidence)	3	2
	Personal Interaction (Courteousness/Helpfulness)	6	2
	Problem Solving	4	2
	Policy	3	2
Online Service Quality	Information Quality	4	2
	Application Design	8	2
	Payment Method	1	1
	Security and Privacy	5	4

After the removal of the items, there was no problem with the outer loadings. Furthermore, the AVE, Cronbach’s Alpha, and composite reliability have also fulfilled the standard after the removal.

**Table 3. Reliability and Convergent Validity Test**

Variable	Items	Outer Loadings	AVE	Cronbach’s Alpha	Composite Reliability
Customer Loyalty (CL)	CL1	0.844	0.715	0.900	0.905
	CL2	0.816			
	CL3	0.905			
	CL4	0.900			
	CL5	0.755			
Customer Satisfaction (CS)	CS1	0.907	0.742	0.824	0.850
	CS2	0.747			
	CS3	0.919			
Offline Service Quality (OFSQ)	OFSQ3	0.729	0.607	0.928	0.929
	OFSQ15	0.772			
	OFSQ16	0.803			
	OFSQ17	0.806			
	OFSQ19	0.785			
	OFSQ23	0.728			
	OFSQ27	0.722			
	OFSQ28	0.730			
	OFSQ30	0.743			
OFSQ31	0.809				
Online Service Quality (ONSQ)	ONSQ1	0.714	0.634	0.927	0.930
	ONSQ3	0.739			
	ONSQ8	0.775			
	ONSQ10	0.760			
	ONSQ13	0.831			
	ONSQ14	0.735			
	ONSQ15	0.826			
	ONSQ16	0.735			
ONSQ17	0.834				

According to Hair et al. (2017), an HTMT value above 0.90 shows lack of discriminant validity. Table 4 showed that no HTMT values were above 0.90, and thus, there was no problem with the discriminant validity.

**Table 4. Discriminant Validity: Heterotrait Monotrait Ratio (HTMT)**

	CL	CS	OFSQ	ONSQ
CL				
CS	0.845			
OFSQ	0.792	0.857		
ONSQ	0.876	0.772	0.879	

**Structural Model Analysis (Inner Model)**

Table 5 demonstrates that H2 and H3 achieved statistical significance, while H1 and H4 did not. This indicates that the quality of online services significantly influences consumer loyalty directly, while customer happiness does not moderate this relationship. Conversely, offline service quality does not exert a substantial direct influence on customer loyalty; nevertheless, this link is significantly mediated by customer satisfaction. In summary, customer happiness plays a more important part in the connection between offline service quality and customer loyalty than in the association between online service quality and customer loyalty.

**Table 5. Path Coefficient Results**

Relationship	Path Coefficient	t-Value	p-Value
OFSQ → CL (H <sub>1</sub> )	0.012	0.934	0.082
ONSQ → CL (H <sub>2</sub> )	0.560	3.952	0.000
OFSQ → CS	0.584	3.505	0.000
ONSQ → CS	0.200	1.135	0.256
OFSQ → CS → CL (H <sub>3</sub> )	0.211	2.032	0.042
ONSQ → CS → CL (H <sub>4</sub> )	0.072	1.056	0.291

The model's assessment indicated R<sup>2</sup> values of 0.575 for customer satisfaction and 0.736 for customer loyalty. The data suggests that the joint influence of online and offline service quality on customer satisfaction is moderate, whereas their combined effect, together with customer satisfaction, on customer loyalty is significant. The model's predictive relevance (Q<sup>2</sup>) and effect size (f<sup>2</sup>) metrics further validate this assessment of moderate and significant explanatory power. The Q<sup>2</sup> result for customer satisfaction is 0.531, indicating that omnichannel service quality accounts for 53.1% of the variance in satisfaction. The robust prediction accuracy for customer loyalty is

confirmed by a  $Q^2$  value of 0.670, indicating that 67% of the variance in loyalty is adequately elucidated by the model's predictors.

The  $f^2$  effect size assesses the relative influence of a particular predictor variable on an endogenous variable by quantifying the alteration in the  $R^2$  value when the predictor is excluded from the model. The analysis indicated that the  $f^2$  values for offline service quality affecting customer loyalty and online service quality influencing customer satisfaction were 0.000 and 0.030, respectively. These statistics signify a negligible or weak influence, suggesting that omitting these pathways will minimally affect the model's overall predictive capacity. This corresponds with the non-significant associations among these particular variables outlined in Table 5. The research indicated a moderate effect size for the correlation between offline service quality and customer satisfaction ( $f^2 = 0.256$ ), suggesting that its omission would significantly but limitedly affect the model. The  $f^2$  metric of 0.368 for the influence of online service quality on customer loyalty indicates a substantial effect size. This affirms that online service quality is a vital predictor, and its exclusion would significantly diminish the model's accuracy in predicting loyalty.

## DISCUSSION

### The Effect of Offline Service Quality to Customer Loyalty

The findings presented in Table 5 demonstrate that offline service quality does not significantly influence customer loyalty ( $t = 0.934$ ,  $p = 0.082$ ), resulting in the rejection of H1. This discovery aligns with previous research. Sitorus and Yustisia (2018) discovered that service quality exerted a favourable albeit small influence on customer loyalty, becoming significant only when mediated by customer satisfaction, whereas customer trust had a direct effect. Saputra and Wahyuni (2025) as well as Rahmah et al. (2021) indicated that service quality affects customer loyalty solely in an indirect manner via trust or customer satisfaction. The data indicate that good service quality in Uniqlo's physical locations does not directly result in customer loyalty in the absence of relational characteristics like satisfaction or trust. From a theoretical standpoint, offline service quality seems to serve as a fundamental or hygiene component rather than a direct catalyst for loyalty. In physical retail environments, exceptional service is frequently regarded as a fundamental expectation rather than a distinguishing factor. Consequently, converting service quality into favourable assessments such as customer satisfaction or trust is crucial for fostering loyalty. In offline situations, where customers engage more emotionally, loyalty is more likely to develop from fulfilling and trust-enhancing encounters rather than solely from service performance.

### The Effect of Online Service Quality to Customer Loyalty

Table 5 demonstrates that online service quality has a considerable impact on customer loyalty ( $t = 3.952$ ,  $p\text{-value} = 0.000$ ), resulting in the endorsement of H2. The path coefficient ( $\beta =$

0.560) indicates a much greater impact relative to offline service quality on customer loyalty. This finding corroborates earlier research indicating that superior online service quality bolsters customer loyalty by facilitating convenient and gratifying shopping experiences, thereby reducing customers' propensity to seek alternatives (Fauzi, 2018; Lin et al.; Sun, 2009; Szymanski et al.; Hise, 2000; Wirapraja et al., 2021). The findings indicate that, within Uniqlo, online service quality directly and significantly influences customer loyalty, as consumers emphasise efficiency, reliability, and overall platform performance when evaluating their online purchasing experience.

### **The Mediation of Customer Satisfaction on The Relationship Between Offline Service Quality and Customer Loyalty**

The t-value of 2.032 and p-value of 0.042 substantiate the acceptance of H3, showing that customer satisfaction considerably mediates the association between offline service quality and customer loyalty. Table 5 further illustrates that the direct impact of offline service quality on customer loyalty is negligible, hence demonstrating a complete mediation effect. This indicates that offline service quality does not immediately result in customer loyalty; rather, it operates through consumer satisfaction as an essential evaluation criterion. These conclusions correspond with prior empirical research across other industries. Fatima et al. (2018) identified a complete mediator of customer satisfaction between service quality and loyalty in healthcare services, whereas Solimun and Fernandes (2018) observed analogous mediation effects in the telecommunications sector. In the context of Uniqlo, the evidence suggests that enhancements in offline service quality will only result in increased loyalty when they effectively promote customer satisfaction, which subsequently fosters emotional attachment and encourages repeat patronage. Therefore, customer satisfaction acts as the primary psychological mechanism that transforms offline service quality into customer loyalty, reinforcing its role as a full mediator.

### **The Mediation of Customer Satisfaction on The Relationship Between Online Service Quality and Customer Loyalty**

The findings on the indirect influence of online service quality on customer loyalty reveal a t-value of 1.056 and a p-value of 0.291, suggesting that customer satisfaction does not significantly moderate this association. While online service quality significantly influences customer loyalty directly, its indirect effect via customer satisfaction is negligible, affirming a direct-only non-mediation model (Sarstedt et al., 2021). From a theoretical standpoint, this indicates that in the Uniqlo setting, online service quality is assessed mostly as a direct performance indicator rather than as a precursor to pleasure. Customers may develop loyalty intentions based on the functional qualities of the online platform without necessarily converting these assessments into a comprehensive affective satisfaction rating. This undermines the conventional premise that satisfaction reliably serves as an intermediary between service quality and loyalty. This outcome

diverges from previous studies conducted in entirely online shopping settings. Wirapraja et al. (2021) discovered that customer satisfaction mediates the association between online service quality and customer loyalty within a fully digital firm context, where satisfaction is predominantly influenced by online interactions alone. Conversely, Uniqlo employs an omnichannel model that facilitates consumer pleasure with both online and offline interactions. Table 5 indicates that offline service quality has a more robust correlation with customer satisfaction compared to online service quality, implying that satisfaction in this context is predominantly influenced by experiences in physical stores. This channel mismatch indicates that online service quality does not substantially influence satisfaction development in the same manner as offline service quality. A previous study by Saraswati and Indriani (2021) corroborates this conclusion, indicating that specific variables of online service quality, such as ease of use and perceived comfort, do not significantly affect consumer satisfaction. Consequently, customer happiness does not function as a mediating factor in the association between online service quality and loyalty, thereby strengthening the identified direct-only non-mediation effect in the context of Uniqlo Indonesia.

## CONCLUSION

This study investigates the mediating role of customer satisfaction in the relationship between online and offline service quality and customer loyalty at Uniqlo Indonesia. This research aims to examine the impact of online and offline service quality on customer loyalty, both directly and indirectly via customer satisfaction. The results indicate unique strategies for cultivating client loyalty, tailored to each channel. The direct impact of online service quality on customer loyalty is substantial, however the indirect effect mediated by customer happiness is negligible, signifying a lack of mediation connection. This indicates that the quality of online services has significantly impacted customer loyalty to Uniqlo Indonesia, irrespective of customer satisfaction levels. Conversely, offline service quality demonstrates a favourable and large indirect influence on customer loyalty via customer satisfaction, signifying complete mediation. Offline service quality fosters loyalty just when it results in client happiness. A positive and considerable correlation exists between offline service quality and client loyalty, mediated via customer satisfaction. This indicates that customer loyalty may be attained by offline service quality just when customers are content with Uniqlo. The research findings indicate that Uniqlo Indonesia ought to implement diverse ways to keep its clientele. Physical establishments should prioritise great service to guarantee customer happiness and foster loyalty. Conversely, in the realm of mobile applications, customer pleasure is subordinate to delivering superior online service to cultivate client loyalty, as customers frequently prioritise functionality and usability over conventional service metrics in digital contexts.

The theoretical implications of this study underscore a dual-channel paradigm wherein online and offline service quality affect consumer loyalty via distinct methods. The primary

contribution is the recognition of an asymmetric mediation mechanism between the two channels. Customer pleasure completely mediates the relationship between offline service quality and customer loyalty, signifying that offline loyalty is predominantly driven by satisfaction. Conversely, the quality of online services directly influences consumer loyalty, independent of customer satisfaction, indicating that online loyalty is driven by quality. The findings indicate that loyalty development varies by channel: offline loyalty is mediated by satisfaction, while online loyalty is predominantly driven by quality. This study builds upon previous studies that mostly concentrated on a singular service channel by highlighting the varying roles of customer satisfaction across many channels. Offline encounters prioritise consumer happiness, however online service quality may exert a more significant impact on customer loyalty. The outcomes of this study offer valuable insights for marketing experts, especially within the quick fashion retail sector. In physical retail establishments, companies must provide outstanding service experiences that elevate consumer pleasure, as satisfaction is the primary route to loyalty. In the realm of mobile applications, emphasising efficiency, reliability, and overall service quality is paramount, as these elements directly influence client loyalty, even without significant satisfaction impacts. Both channels must be administered as complimentary but separate catalysts for client loyalty.

## LIMITATION

This study identifies multiple limitations that provide significant opportunities for further research. The exclusive emphasis on a singular fast-fashion company limits the applicability of the findings to the wider garment sector. Subsequent studies should incorporate diverse fashion brands to verify the consistency of these relationships. Furthermore, investigating consumers across various international markets could yield important insights into how cultural contexts influence satisfaction and loyalty. Second, although the sample size was statistically adequate, its relatively limited scope may compromise broader population representativeness; thus, future research would benefit from larger, more robust samples. Third, the necessity to exclude a substantial number of measurement items during analysis calls for more rigorously refined and validated scales in subsequent investigations. Finally, future researchers could expand upon this model by examining alternative variables—such as brand image or brand trust—as potential mediators between omnichannel service quality and customer loyalty.

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