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The role of service fairness, service experience, and customer engagement in driving repurchase intention: Evidence from Thailand's aesthetic industry

Watcharit Siriudomset^{1*}, Theerakorn Udomratanamanee², Peerapat Srising³, Suphicha Tangsophon⁴

^{1,2,3,4}*Business School, University of the Thai Chamber of Commerce, Thailand.*

Corresponding author: Watcharit Siriudomset (Email: watcharitsiriudomset@gmail.com)

Abstract

The aesthetic industry in Thailand has experienced rapid growth, blending cultural heritage with modern wellness trends to attract both local and international consumers. Despite its expansion, limited research has examined the psychological and experiential drivers behind customer behavior in this sector. This study investigates the impact of service fairness, service experience, and customer engagement on repurchase intention, applying Equity Theory to understand how perceptions of fairness influence loyalty outcomes. Drawing on validated frameworks, the study employed a quantitative approach using a structured questionnaire administered to 528 aesthetic service consumers in Thailand. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Measurement model assessments confirmed reliability, convergent, and discriminant validity. Structural analysis revealed that service fairness significantly influences both customer engagement and service experience, which in turn predict repurchase intention. Mediation analysis confirmed that both service experience and engagement mediate the relationship between service fairness and repurchase intention. The findings emphasize the importance of emotional and relational value in customer loyalty. Fair treatment enhances trust and engagement, while positive service experiences foster repurchase behavior. Practically, the study suggests that aesthetic service providers should prioritize fairness, transparent communication, and emotionally engaging service delivery. This study contributes to the literature by extending service and relationship marketing theories into the context of aesthetic services. Limitations include the cross-sectional design and focus on a specific industry, which may restrict generalizability. Future research is encouraged to explore longitudinal effects, include comparative industry analysis, and consider demographic or cultural moderators.

Keywords: Aesthetic sector, Customer engagement, Repurchase intention, Service experience, Service fairness.

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1. Introduction

The aesthetic industry, which includes items and services that enhance well-being, has undergone significant expansion since the COVID-19 pandemic [1]. This surge is driven by a global shift toward preventive health and holistic lifestyles, reflecting a growing focus on quality of life [2]. As consumers increasingly prioritize health, the demand for aesthetic offerings continues to rise. In Thailand, the industry holds a unique position due to its heritage in holistic practices like Thai massage, herbal medicine, and mindfulness. This blend of tradition and modern wellness trends has made Thailand a hub for aesthetic tourism [3]. Despite its growth, businesses face challenges in understanding consumer behavior in this evolving sector [4]. Consumer decisions in the aesthetic market are shaped by emotional and social factors, making traditional marketing insufficient [2, 4, 5]. While elements like brand reputation and service quality are known factors, their specific interplay in the aesthetic context, especially in Thailand, remains underexplored [5, 6]. This study aims to fill that gap by investigating the drivers of consumer purchase intention and engagement in Thailand's aesthetic industry. It seeks to develop a framework that reflects cultural nuances and evolving consumer values. Findings are expected to offer both theoretical insights and practical strategies for businesses in this growing market.

1.1. Research Backgrounds

Thailand's aesthetic industry has rapidly evolved into a dynamic sector, driven by innovations in cosmetic procedures, medical technology, and a growing focus on beauty and self-enhancement [4]. Combining modern aesthetics with cultural beauty traditions, the country has emerged as a top destination for aesthetic tourism [7]. The industry includes a wide array of services aimed at improving appearance, boosting self-confidence, and enhancing well-being. Rooted in both medical expertise and cultural influences, Thailand is known for high-quality cosmetic surgery, dermatology, and non-invasive treatments [8, 9]. Medical beauty tourism, a major segment, draws international patients with its advanced technology, skilled professionals, and competitive pricing [6, 10, 11]. The Thai aesthetic medicine market grew from USD 1.52 billion in 2021 to an estimated USD 3.54 billion by 2030, with a CAGR of 9.85% [12]. Invasive procedures made up 74.07% of the market in 2021, while non-invasive treatments like Botox and laser therapy are the fastest-growing segment. Aesthetic clinics and wellness centers accounted for over 69.6% of the market revenue in 2021, indicating sustained consumer preference for professional care. Thailand attracts beauty tourists with affordable treatments and luxurious recovery environments [13, 14]. Many clinics offer integrated packages combining aesthetic and wellness services, enhancing client satisfaction and experience [7]. The sector contributes significantly to the national economy [15]. Amid rising competition, service quality is key to consumer trust and loyalty. High standards in professionalism and patient care directly influence satisfaction and brand reputation [16-18]. In summary, Thailand's aesthetic industry, blending advanced medical practices with cultural appeal, is both a strong economic force and a global leader. Sustained growth hinges on service excellence [15].

1.1.1. Gap in Literature and Research Questions

Although Thailand's aesthetic industry is growing rapidly, existing studies lack focus on its unique service dimension [19, 20]. There is limited empirical research on how these factors influence brand perception and consumer engagement in this specific context.

This study addresses that gap by exploring key service-related drivers of repurchase intention and engagement in Thailand's aesthetic sector.

Research Questions:

RQ1: What factors influence repurchase intention in Thailand's aesthetic sector?

RQ2: How do these factors relate to repurchase intention?

1.2. Objective of the Study

This study aims to explore how service fairness, service experience, and customer engagement influence repurchase intention in Thailand's aesthetic industry. It also examines how service experience and engagement mediate this relationship. The goal is to provide insights for improving marketing strategies, enhancing customer satisfaction, and building brand loyalty in the Thai aesthetic sector.

1.3. Expected Benefits of the Study

This study offers insights into key factors driving service experience and customer engagement in Thailand's aesthetic industry. By identifying consumer priorities, businesses can tailor their offerings and improve service delivery.

The proposed PLS-SEM model provides a foundation for future research and practical strategies to enhance marketing, customer satisfaction, and profitability. Findings also support the development of more effective and customer-centered grounded practices across the industry.

2. Literature Review and Hypothesis Formulation

2.1. Service Experience

Service experience plays a critical role in brand strength, customer trust, and loyalty [21, 22]. It has evolved from basic transactions to emotional, co-created, and immersive experiences shaped by consumer expectations and technology [23, 24]. In hospitality, the synergy of hospitality and craft enhances personalized care and operational excellence [25]. Historical shifts, from industrial efficiency to customer-centricity, emphasize emotional engagement and long-term relationships [26]. The digital revolution has transformed service delivery, enabling personalization, co-creation, and real-time interaction [27, 28]. AI, IoT, and data analytics enhance service efficiency and responsiveness [29]. Consumers now expect seamless,

meaningful experiences across digital and physical touchpoints. Brands must deliver emotionally resonant and tech-integrated services to stay competitive. Ultimately, the service experience has become a strategic driver of brand value and consumer connection [30].

2.2. Service Fairness

Service fairness refers to customers' perceptions of justice during service interactions and significantly impacts satisfaction, loyalty, and word-of-mouth [31, 32].

Price fairness is shaped by expectations, comparisons, and value perceptions; inconsistent or unclear pricing reduces trust [21, 33].

Procedural fairness emphasizes transparent, unbiased processes where consumers feel informed and heard, enhancing trust and acceptance [34, 35].

Outcome fairness concerns whether results are proportional to effort or expectations, influencing perceived justice and cooperation [30].

Interactional fairness involves respectful, empathetic communication and treatment during service delivery, boosting satisfaction even in negative outcomes [26, 36].

Together, these dimensions shape overall perceptions of fairness and influence consumer behavior in service contexts [31].

2.3. Service Experience

Service experience has evolved from basic, transactional interactions to holistic, emotionally rich journeys [21]. Early services emphasized efficiency, while artisans built trust through personalized care. The industrial era introduced standardization, sacrificing emotional connection for speed [33]. Post-war shifts brought customer-centricity, with brands investing in training and relationship management [26]. The digital revolution empowered consumers to engage, co-create, and personalize experiences through online tools and real-time feedback [27, 34]. This emphasizes viewing service experience beyond transactions, covering emotional, cognitive, and sensory elements across the full customer journey. Unlike traditional service quality metrics, this approach captures the depth and continuity of modern service interactions Selbst et al. [29].

Meeprom and Chancharat [16] identify four key dimensions of service experience. Peace of mind builds trust and emotional comfort, fostering loyalty. Moments of truth are critical service touchpoints where customer perceptions form; managing these well enhances satisfaction [28]. An outcome focus emphasizes achieving customer goals through efficiency, value, and transparency [27]. Clear communication and flexible service improve outcome perceptions. Product experience involves usability, design, and service features; when intuitive and aligned with needs, it boosts satisfaction and repeat usage [21]. Together, these dimensions shape holistic service experiences and influence brand loyalty.

2.4. Consumer Engagement

Consumer engagement reflects the emotional, cognitive, and behavioral connection between consumers and brands [36]. It involves active participation, value co-creation, and long-term brand loyalty [30].

Purchase engagement includes pre-purchase research, decision-making, and post-purchase interaction, shaping satisfaction and repeat behavior [21, 28].

Referral engagement builds advocacy as satisfied customers recommend brands, supported by intrinsic motivation and social credibility [34].

Influence value engagement refers to customers indirectly benefiting brands through word-of-mouth, reviews, and influencer-like behavior [21, 36].

Knowledge engagement emphasizes acquiring, sharing, and applying knowledge, driving innovation, learning, and decision-making [34, 37].

Effective consumer engagement fosters loyalty, enhances brand value, and creates a sustainable competitive advantage across digital and physical touchpoints.

2.5. Repurchase Intention

Repurchase intention refers to a customer's likelihood of buying again from the same brand and is a key indicator of satisfaction, loyalty, and business success [38, 39]. Retaining existing customers is often more cost-effective than acquiring new ones [40]. It is influenced by perceived value, satisfaction, service quality, trust, and brand experience [41-43]. Emotional satisfaction and positive service experiences also enhance repurchase behavior, especially in wellness contexts [10]. Repurchase intention integrates cognitive, emotional, and experiential factors, making it essential for brands aiming to foster long-term customer relationships.

2.6. Equity Theory

Equity Theory Adams [44] explains how individuals assess fairness by comparing their input-outcome ratio with that of others. In service contexts, customers evaluate fairness through their investments (e.g., time, money) versus received outcomes (e.g., quality, value) [45]. Fairness perceptions—distributive, procedural, and interactional—strongly influence satisfaction, trust, and repurchase intention. When customers perceive equity, they feel valued and form emotional connections that drive loyalty. Conversely, perceived inequity leads to dissatisfaction and potential defection. Equity Theory

thus provides a valuable lens for understanding how fairness in service delivery shapes customer experience and future behavior.

2.8. Hypotheses Formulation

2.8.1. Service Fairness and Consumer Engagement

Service fairness refers to customers' perceptions of justice and equity in service interactions, encompassing distributive, procedural, and interactional fairness [31, 34]. Consumer engagement is the degree of emotional, cognitive, and behavioral involvement a customer has with a brand [36]. Research shows that when customers perceive fairness in service delivery, they are more likely to engage actively with the brand, sharing feedback, participating in campaigns, and advocating for the brand [21, 35]. Fair treatment builds trust and emotional connections, enhancing engagement across various touchpoints.

2.8.2. Service Fairness and Service Experience

Service experience is a holistic evaluation of a customer's journey, encompassing emotional, cognitive, and sensory elements [37]. Fairness across service dimensions contributes to positive experiences by enhancing trust, satisfaction, and emotional security [32]. In high-involvement services such as wellness or beauty, perceived fairness deepens relational bonds and creates more meaningful and satisfying experiences.

Together, these perspectives suggest that service fairness is a pivotal driver of customer responses. It positively influences (1) consumer engagement and (2) service experience. Thus, the following hypotheses are proposed:

H₁: Service fairness positively influences consumer engagement.

H₂: Service fairness positively influences service experience.

2.8.3. Customer Engagement and Repurchase Intention

Customer engagement reflects the emotional, cognitive, and behavioral involvement customers have with a brand [36]. Engaged consumers are more likely to develop brand trust and loyalty, which significantly increases their repurchase intentions [46, 47]. Engagement fosters emotional ties, community participation, and advocacy, all of which contribute to a higher likelihood of repeat purchases [19, 48].

2.8.4. Service Experience and Repurchase Intention

Service experience encompasses the full spectrum of customer interactions with a brand and significantly influences satisfaction and loyalty [49]. Positive experiences characterized by empathy, efficiency, and consistency strengthen trust and encourage customers to return [21]. Memorable service encounters also increase word-of-mouth and reinforce repurchase behavior [35].

Together, these perspectives highlight the pivotal roles of engagement and service experience in shaping repurchase intentions. Brands that foster emotional connections and deliver exceptional service are more likely to secure customer loyalty and long-term business success.

H₃: Customer engagement positively influences repurchase intention.

H₄: Service experience positively influences repurchase intention.

2.8.5. The Mediating Roles of Customer Engagement and Service Experience

2.8.5.1. Customer Engagement as a Mediator

Service fairness, comprising distributive, procedural, and interactional dimensions, encourages trust, emotional connection, and customer loyalty [31, 36]. These fairness perceptions lead to deeper customer engagement, defined as emotional, cognitive, and behavioral investment [46]. Research shows that engaged customers are more likely to exhibit repurchase behavior, with engagement acting as a critical link between fairness and loyalty outcomes [19, 48].

2.8.6. Service Experience as a Mediator

Service fairness also influences customers' overall service experience, including emotional satisfaction and perceived value across touchpoints [50, 51]. Positive experiences resulting from fair service processes lead to increased loyalty and repurchase intentions [52, 53]. Particularly in high-touch sectors like wellness and hospitality, fairness contributes to emotional safety, trust, and memorable experiences that motivate repeat behavior [25].

Together, these mediating factors—customer engagement and service experience—explain how perceptions of fairness translate into repurchase behavior. Each plays a distinct yet interconnected role in deepening consumer trust and shaping long-term brand relationships.

H₅: Customer engagement mediates the relationship between service fairness and repurchase intentions.

H₆: Service experience mediates the relationship between service fairness and repurchase intention.

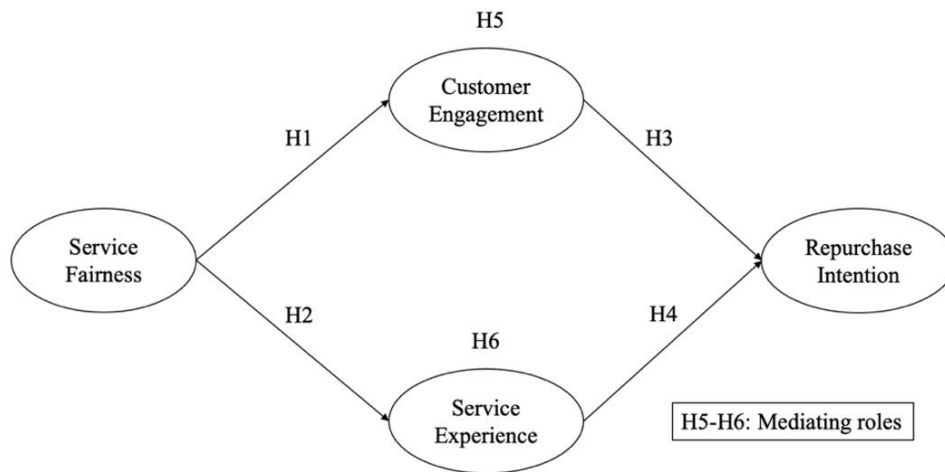


Figure 1.
Proposed framework.

3. Research Methodologies

This study adopts a quantitative approach to examine the relationships between service fairness, service experience, customer engagement, and repurchase intention. Data were collected via a structured questionnaire from 528 participants who had previously visited aesthetic centers, using convenience sampling. A pilot test with 30 respondents ensured the clarity and reliability of the instrument.

Reflective measurement models were applied, with construct reliability values confirming internal consistency: service fairness [31] (0.86), service experience [18] (0.86), customer engagement [36] (0.82), and repurchase intention [41] (0.78). These values meet the accepted threshold for reliability.

Each construct was measured using validated items from prior literature. A five-point Likert scale was used throughout the questionnaire, which was divided into five sections and self-administered to reduce bias. PLS-SEM was used to test the hypothesized relationships due to its strength in handling complex models. This methodology provides a valid and reliable foundation for analyzing consumer behavior in the aesthetic service industry.

4. Data Analysis and Results

4.1. Data Analysis

Table 1.
The Demographic (n=528).

Demographic	Frequency	Percent
Gender		
Male	98	18.60
Female	403	76.30
Other	27	5.10
Age		
21-30 Years old	99	18.70
31-40 Years old	155	29.40
41-50 Years old	148	28.00
51-60 Years old	86	16.30
More than 60 Years old	40	7.60

Table 1 the demographic analysis reveals that the majority of participants were female, accounting for 76.3% (403 respondents). In terms of age, the largest group was 31–40 years old, representing 29.4% (155 respondents), followed closely by those aged 41–50 years old at 28.0% (148 respondents). These findings suggest that the sample primarily consists of middle-aged female individuals, which may reflect the core customer base of aesthetic services.

Table 2.

Behaviors (n = 528).

Behaviors	Frequency	Percent
Average Spending per Visit		
Less than 1,000 Baht	65	12.3
1,001-5,000 Baht	134	25.4
5,001-10,000 Baht	111	21
10,001-30,000 Baht	136	25.8
30,001-50,000 Baht	54	10.2
50,001-100,000 Baht	19	3.6
100,001-300,000 Baht	5	0.9
More than 300,000 Baht	4	0.8
Frequency of Visits		
Every 1-3 year(s)	90	17
Every 8-12 months	129	24.4
Every 4-8 months	88	16.7
Every 1-4 month(s)	69	13.1
Every 1 month and below	152	28.8
Most Common Type of Service Used		
Thread lift	70	13.3
Fillers	141	26.7
Botox	127	24.1
Laser Treatments	105	19.9
Vitamin drips	18	3.4
Skin Treatments	45	8.5
High-Intensity Focused Ultrasound (HIFU)	16	3
Fat reduction or body contouring	6	1.1

For average spending per visit, the most common spending range was 10,001–30,000 Baht, reported by 25.8% of respondents (136 participants), closely followed by the 1,001–5,000 Baht range (25.4%). Regarding the frequency of visits, the majority of respondents (28.8%, or 152 individuals) reported visiting aesthetic centers every month or less, indicating a high level of regular engagement with aesthetic services. In terms of the most common type of service used, fillers were the most popular, chosen by 26.7% of participants (141 respondents), followed by Botox (24.1%) and laser treatments (19.9%).

4.2. Descriptive Statistics

Table 3.

Descriptive Statistics.

Variables	Number of Questions	Mean	STD
Service Fairness	16	4.17	0.82
Service Experience	19	4.31	0.77
Customer Engagement	14	4.16	0.88
Repurchase Intention	7	3.77	0.93

Table 3 presents the descriptive statistics for the four key constructs in the study. Service Experience recorded the highest mean score of 4.31 (SD = 0.77), indicating strong positive perceptions among respondents. Service Fairness at 4.17 (SD = 0.82). Customer Engagement also showed a high average of 4.16 (SD = 0.88), reflecting active involvement with the brand. In contrast, Repurchase Intention had the lowest mean score of 3.77 (SD = 0.93), suggesting comparatively lower certainty or commitment to future purchases. The standard deviations across variables indicate moderate variability in responses.

4.3. Screening Data

Before finalizing the measurement model, a screening process was conducted to improve its reliability and validity. Items with factor loadings below 0.70 were removed, as they did not meet the recommended threshold for indicator reliability, indicating a weak relationship with their respective constructs. In addition, Variance Inflation Factor (VIF) values were reviewed to assess multicollinearity among indicators. All retained items had VIF values below 5, which is the acceptable cut-off, confirming that multicollinearity was not a concern in the model. This screening process ensured that only indicators with strong factor loadings and acceptable VIF values were included, contributing to a more robust and reliable measurement model.

Table 4.

The outer loadings and Variance Inflation Factor (VIF).

Factors	Outer loadings	VIF <5
Service Experience		
SEOF01	0.869	1.856
SEOF02	0.864	1.986
SEPE04	0.868	2.000
Customer Engagement		
CEIV01	0.908	3.567
CEIV03	0.914	3.605
CEKE01	0.905	3.207
CEKE02	0.847	2.375
Repurchase Intention		
RI04	0.935	3.750
RI06	0.939	3.891
RI07	0.839	1.934
Service Fairness		
SFOF04	0.866	2.688
SFOI01	0.909	3.960
SFOI04	0.915	4.112
SFPRO01	0.873	2.999
SFPRO03	0.892	3.396

This Table 4 displays the outer loadings and Variance Inflation Factor (VIF) values for the observed indicators across four latent constructs. All outer loadings exceed 0.839, indicating strong indicator reliability and suggesting that each item contributes significantly to its respective construct. Notably, the highest loading is 0.939 for item RI06 under Repurchase Intention. All VIF values are below 5, confirming the absence of multicollinearity concerns [38]. The highest VIF observed is 4.112 (SFOI04), still within acceptable limits. These results confirm that the constructs demonstrate both convergent validity and internal consistency, supporting the structural model's robustness.

4.4. Analysis of Measurement Model

4.4.1. Cronbach's Alpha, Rho_A, Rho_C, and convergent validity (average variance extracted)

Table 5.

The reliability analysis.

	Cronbach's Alpha	CR (Rho_A)	CR (Rho_C)	AVE
	>0.7	>0.7	>0.7	>0.5
Service Experience	0.916	0.920	0.941	0.799
Customer Engagement	0.889	0.905	0.931	0.819
Repurchase Intention	0.835	0.838	0.901	0.752
Service Fairness	0.935	0.936	0.951	0.794

This Table 5 presents the reliability analysis for the four key constructs used in the study: Service Experience, Customer Engagement, Repurchase Intention, and Service Fairness.

All constructs meet or exceed the accepted thresholds for reliability and validity:

Cronbach's Alpha ($\alpha > 0.7$): Indicates high internal consistency for all constructs.

Composite Reliability (CR - Rho_A and Rho_C > 0.7): Confirms that the items reliably reflect their respective latent variables.

Average Variance Extracted (AVE > 0.5): Demonstrates good convergent validity, meaning each construct explains a large portion of variance in its indicators.

4.4.2. Discriminant validity (Fornell-Larcker criterion and Heterotrait-Monotrait)

4.4.2.1. Fornell-Larcker Criterion

Table 6.

The Fornell-Larcker discriminant validity.

	CE	RI	SE	SF
Customer Engagement	0.894			
Repurchase Intention	0.790	0.905		
Service Experience	0.654	0.673	0.867	
Service Fairness	0.642	0.664	0.765	0.891

Table 6 presents the Fornell–Larcker discriminant validity results. The diagonal values (square roots of AVE) are all higher than the correlations with other constructs, confirming that each construct is distinct from the others. For example, Service Experience has a diagonal value of 0.867, which is greater than its correlations with Customer Engagement, Repurchase Intention, and Service Fairness. This pattern holds across all constructs, indicating strong discriminant validity in the model.

4.4.2.2. Heterotrait-Monotrait Ratio (HTMT)

Table 7.

The HTMT (Heterotrait-Monotrait).

	CE	RI	SE	SF
Customer Engagement				
Repurchase Intention	0.870			
Service Experience	0.746	0.770		
Service Fairness	0.692	0.722	0.864	

Table 7 presents the HTMT (Heterotrait-Monotrait) discriminant validity results. All values are below the conservative threshold of 0.90, indicating that each construct is sufficiently distinct from the others. For example, the HTMT value between Service Experience and Service Fairness is 0.864, and between Customer Engagement and Repurchase Intention is 0.870, both below the threshold. This confirms strong discriminant validity across all variables in the model.

4.5. Assessment of the Structural Model

4.5.1. Model Fit Assessment in PLS-SEM

Table 8.

Model fit.

Model fit	Saturated model	Estimated model
SRMR	0.051	0.070
d_ ULS	0.315	0.582
d_ G	0.215	0.235
Chi-square	679.698	694.947
NFI	0.904	0.902

Table 8 presents model fit indices for both the saturated and estimated models. The SRMR values are 0.051 and 0.070, both below the acceptable threshold of 0.08, indicating a good fit. The Chi-square values (678.698 for the saturated model and 694.947 for the estimated model) are comparable, suggesting consistency. The NFI (Normed Fit Index) is 0.904 and 0.902, exceeding the 0.90 threshold, which also supports a good model fit. Overall, the table confirms that the estimated model fits the data well.

Table 9.

The R² and adjusted R² values.

	R-square	R-square adjusted
Customer Engagement	0.412	0.411
Repurchase Intention	0.667	0.665
Service Experience	0.585	0.584

4.5.2. Variance (R square; R²)

Table 9 presents the R² and adjusted R² values for three dependent variables. Repurchase Intention (R² = 0.667) shows the highest explanatory power, indicating that the model accounts for approximately 66.7% of the variance in this outcome. Service Experience also demonstrates strong predictive strength with an R² of 0.585. In comparison, Customer Engagement has a slightly lower R² of 0.412, reflecting a moderate level of explained variance. The minimal differences between R² and adjusted R² across all variables suggest that the models are well-specified with little risk of overfitting.

4.5.3. Effect sizes (F square; F²)

Table 10.

The F² values.

	CE	RI	SE	SF
Customer Engagement		0.640		
Repurchase Intention				
Service Experience		0.129		
Service Fairness	0.701		1.410	

Table 10 shows the F-square values, indicating the effect sizes of each predictor on their respective outcomes. Customer Engagement has a large effect on Repurchase Intention ($F^2 = 0.640$), while Service Experience shows a small-to-moderate effect ($F^2 = 0.129$). Service Fairness has a strong impact on both Customer Engagement ($F^2 = 0.701$) and Service Experience ($F^2 = 1.410$), highlighting its central role in shaping consumer perceptions and behaviors.

4.5.4. Path Coefficients

Table 11.
Structural Equation Model Results.

Hypothesis	B	STDEV	t	P	Result
H1: Service fairness positively influences customer engagement.	0.642	0.035	18.182	0.000	Supported
H2: Service fairness positively influences service experience.	0.765	0.034	22.711	0.000	Supported
H3: Customer engagement positively influences repurchase intention.	0.611	0.038	16.088	0.000	Supported
H4: Service experience positively influences repurchase intention.	0.274	0.037	7.327	0.000	Supported

Table 11 presents the hypothesis testing results from the structural model, including path coefficients (B), standard deviations (STDEV), t-values, p-values, and significance outcomes.

All four proposed hypotheses (H1 to H4) are statistically supported at the $p < 0.001$ level, indicating strong evidence for the hypothesized relationships:

H1: Service fairness significantly and positively influences customer engagement ($B = 0.642$, $t = 18.182$, $p = 0.000$), suggesting that perceptions of fair treatment drive higher levels of customer involvement.

H2: Service fairness also has a strong positive effect on service experience ($B = 0.765$, $t = 22.711$, $p = 0.000$), indicating that fairness in service delivery enhances customers' overall experience.

H3: Customer engagement positively affects repurchase intention ($B = 0.611$, $t = 16.088$, $p = 0.000$), implying that emotionally and behaviorally engaged customers are more likely to make repeat purchases.

H4: Service experience significantly contributes to repurchase intention ($B = 0.274$, $t = 7.327$, $p = 0.000$), showing that positive service experiences increase the likelihood of future purchases.

Overall, the results confirm that service fairness, customer engagement, and service experience are key drivers of repurchase intention in the studied model.

Table 12.
Mediation Analysis.

Hypothesis	B	STDEV	t	P	Result
H5: Customer engagement mediates the relationship between service fairness and repurchase intention.	0.210	0.031	6.717	0.000	Supported
H6: Service experience mediates the relationship between service fairness and repurchase intention.	0.393	0.037	10.567	0.000	Supported

4.5.5. Mediation Effects

Table 12 presents the mediation analysis results, testing whether customer engagement and service experience mediate the relationship between service fairness and repurchase intention.

H5: The results show that customer engagement significantly mediates the relationship between service fairness and repurchase intention ($B = 0.210$, $t = 6.717$, $p = 0.000$). This suggests that fair treatment enhances repurchase intentions partly by increasing customer engagement.

H6: Similarly, the service experience is found to significantly mediate the relationship between service fairness and repurchase intention ($B = 0.393$, $t = 10.567$, $p = 0.000$). This indicates that service fairness positively impacts repurchase behavior through improved service experiences.

Both mediation effects are statistically significant at the $p < 0.001$ level, supporting the hypothesis that customer engagement and service experience serve as key psychological mechanisms linking fairness perceptions to repurchase intentions.

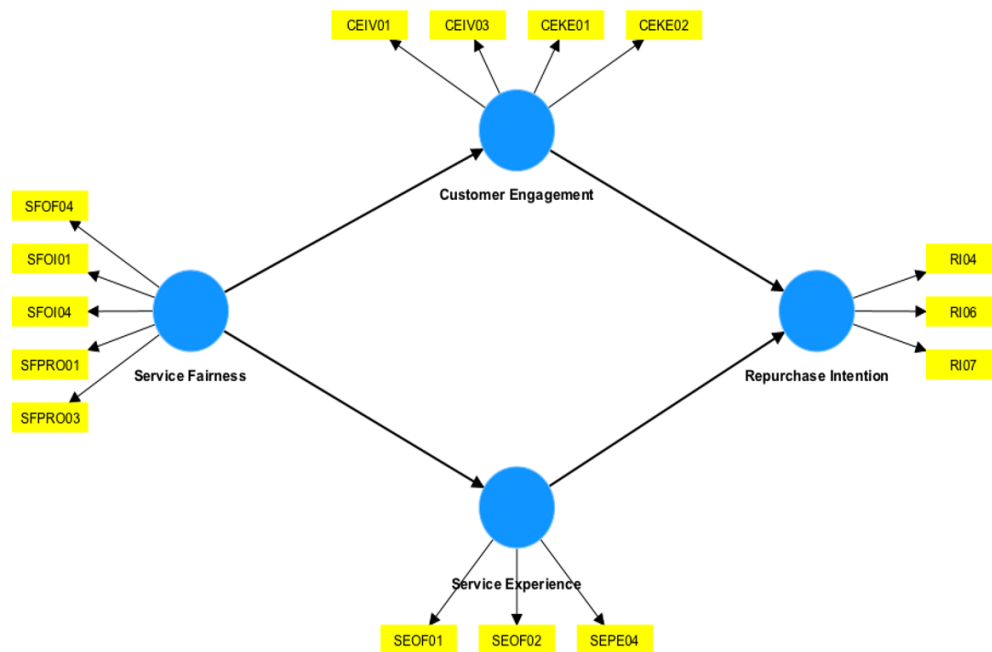


Figure 2.
A conceptual model.

The Figure 2 illustrates the structural model used in the study, highlighting the relationships among the four main latent constructs: Service Fairness, Service Experience, Customer Engagement, and Repurchase Intention. Each construct is represented as a blue circular node, and its associated indicators are shown as yellow rectangles connected to it via arrows, indicating a reflective measurement model. The directional paths among the constructs represent hypothesized causal relationships.

5. Discussion

This study provides strong empirical support for a model linking service fairness, service experience, and customer engagement to repurchase intention in the aesthetic sector. Using PLS-SEM with data from 528 respondents, all six hypotheses were supported, affirming the importance of emotional and relational factors in consumer loyalty. Service fairness emerged as a foundational element, significantly influencing engagement and service experience. In personal, high-trust contexts like aesthetics, fairness fosters psychological safety and trust. Customer engagement and service experience were found to be strong predictors of loyalty. These constructs are shaped by fairness, demonstrating the interconnected nature of emotional and cognitive drivers of repurchase behavior. Mediating effects further confirmed that fairness must translate into positive emotional experiences to influence customer's repurchase intentions. Overall, this study highlights the need for aesthetic service providers to prioritize fairness and emotionally engaging experiences to build long-term customer relationships. It extends service and relationship marketing theories into the aesthetic domain, emphasizing that loyalty is not only outcome-based but deeply relational and values-driven.

5.1. Implications for Practice

This study offers key practical implications for the aesthetic sector. First, ensuring service fairness through transparent pricing, equitable treatment, and respectful communication enhances trust and customer loyalty. Second, enhancing the overall service experience, from consultation to post-treatment, helps create emotionally engaging journeys that drive loyalty. Businesses are also encouraged to foster engagement through personalized communication, loyalty programs, and interactive digital platforms. Finally, regular staff training in empathetic service delivery strengthens both customer relationships and brand integrity.

5.2. Limitations

This study has several limitations that should be acknowledged. First, the context-specific focus on aesthetic services such as beauty clinics and wellness centers may limit the generalizability of findings to broader service sectors like healthcare or hospitality. Second, the cross-sectional design captures data at a single point in time, restricting insights into changes in customer behavior and limiting causal interpretations. Third, reliance on self-reported data may introduce biases, including social desirability or overreporting of positive experiences, especially in a personal and image-sensitive industry. Lastly, while the sample size was robust, demographic diversity may have been limited, potentially affecting the representativeness of the results across different consumer groups.

5.2. Future Research Implications

Future research could benefit from a longitudinal design to explore how service fairness shapes customer engagement, service experience, and repurchase intention over time. Comparative studies across industries such as dental clinics, spas, or

luxury retail could test the model's generalizability beyond the aesthetic sector. Additionally, incorporating moderating variables like age, gender, cultural background, or service type may reveal important variations in customer responses. Qualitative approaches, including interviews or focus groups, could provide deeper emotional insights into how customers perceive fairness. Lastly, with the rise of digital platforms, future studies should consider the impact of digital service experiences on customer behavior.

6. Conclusion

This study investigates the relationships among service fairness, service experience, customer engagement, and repurchase intention within the aesthetic sector, guided by Equity Theory. A survey of 528 participants was analyzed using PLS-SEM, confirming all six hypotheses. Findings reveal that service fairness significantly enhances customer engagement, and service experience are key factors in trust and satisfaction in beauty and wellness services. Additionally, customer engagement and experience strongly predict repurchase intention. Mediation analysis shows that these two constructs mediate the link between service fairness and repurchase intention, suggesting that fairness builds emotional and cognitive value, which encourages loyalty. In summary, fairness in service delivery drives engagement and experience, all of which are essential for retaining customers in the aesthetic industry.

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