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Entrepreneurial Business: An Empirical Study of Antecedents and Consequence of Customer Satisfaction Towards Beauty Clinic

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Abstract

This study examines the factors influencing customer satisfaction at Rakta Clinic, a leading beauty clinic in Ratchaburi, Thailand, which offers a holistic range of services including injections, treatments, cosmetic surgery, and skincare. Despite the growing popularity of aesthetic services, the industry faces intense competition, rapid technological advancements, particularly in anti-aging innovations, and increasingly diverse customer expectations. While several prior studies have addressed service quality in healthcare and beauty contests, research specifically tailored to the comprehensive and multidimensional environment of aesthetic clinics remains limited. This study aims to address this gap by integrating a broad range of variables relevant that consist of nine variables: personnel support, clinic facilities, physical environment, personnel quality, technical quality, medical service quality, nursing service quality, corporate image, and customer satisfaction to beauty clinic operations, thereby offering a more contextualized understanding and contributing to improved competitiveness within the aesthetic service sector.

Keywords: Customer Satisfaction, Beauty Clinic, Service Quality, Aesthetic Services

Introduction

The beauty clinic industry has seen significant growth globally and particularly in Thailand, driven by rising demand for non-invasive aesthetic procedures, technological advancements, and changing consumer preferences (Cronin et al., 2000; Suhartanto et al., 2020). In recent years, the sector has become increasingly competitive, with a surge of new entrants and heightened customer expectations. Clients today seek not only visible

improvements but also professional service, personalized treatment plans, and a positive overall experience (Bellio & Buccoliero, 2021). These evolving demands have made customer satisfaction a critical determinant of business success in the beauty clinic industry.

In Ratchaburi Province, a rapid expansion in the number of aesthetic clinics has been observed between 2020 and 2023, particularly in urban centers such as Ban Pong and Ratchaburi city. Although formal statistics are limited, field observations and informal discussions with clinic operators suggest a significant increase in both customer demand and market competition. Many clinics report steady growth in client volume, reflecting a heightened awareness and acceptance of aesthetic services in the region.

Research Objectives

1. To examine the influence of personnel support, clinic facilities, physical environment, personnel quality, technical quality, medical service quality, nursing service quality, and corporate image dimensions (Independent Variable) on customer satisfaction (Dependent Variable)
2. To examine the influence of medical service quality and nursing service quality dimension on corporate image.
3. To investigate the influence of medical service quality on nursing service quality.
4. To find the most important factor that influences on customer satisfaction.

Research Questions

1. What are the factors of personnel support, clinic facilities, physical environment, personnel quality, technical quality, medical service quality, nursing service quality and corporate image that have a statistically significant influence on customer satisfaction?
2. What are the factors of medical service quality and nursing service quality that have a statistically significant influence on corporate image?
3. Does medical service quality have a statistically significant influence on nursing service quality?
4. What is the most important factor that influences on customer satisfaction?

Significance of the study

This study focuses on the factors that impact customer satisfaction at beauty clinics in Ratchaburi Province, which is one of the rapidly growing markets in the region. The research aims to provide valuable insights for improving services at beauty clinics by examining key factors that significantly influence customer decisions, consist of personnel support, clinic facilities, physical environment, personnel quality, technical quality, medical service quality, nursing service quality, and corporate image.

Limitations of the study

Despite the growing relevance of the aesthetic clinic sector, research dedicated specifically to understanding customer satisfaction in this context, particularly in Thailand, remains limited. Most existing studies either generalize findings from broader healthcare settings or overlook the multidimensional service environment unique to beauty clinics. This research addresses that gap by investigating comprehensive variables relevant to both service quality and branding in aesthetic clinics. By exploring these factors in an integrated model, the study contributes to a deeper understanding of how customer satisfaction can be enhanced to build competitive advantage and long-term client loyalty in the beauty industry.

Literature Review

This study draws upon key service quality and healthcare delivery frameworks to explore the antecedents and consequences of customer satisfaction in the aesthetic clinic industry. The conceptual foundation integrates insights from the SERVQUAL model (Parasuraman et al., 1988), Donabedian's quality framework (1988), and branding theories (Andreassen & Lindestad, 1998; Grönroos, 1984). Based on a synthesis of relevant literature, nine key variables are identified as relevant to the beauty clinic context: personnel support, clinic facilities, physical environment, personnel quality, technical quality, medical service quality, nursing service quality, corporate image, and customer satisfaction. The following sections define each construct and explain how it is operationalized in this study.

Personnel Support:

Personnel support refers to the emotional and functional assistance provided by clinic staff throughout the service process. This includes consultation, guidance, and empathy delivered during pre- and post-treatment stages (Padma et al., 2009; Shafei & Tabaa, 2016). Studies show that strong personnel support contributes positively to trust, reassurance, and overall satisfaction. In this study, personnel support is measured through five items reflecting staff attentiveness, emotional support, and responsiveness.

Clinic Facilities:

Clinic facilities refer to the availability and adequacy of infrastructure and equipment to deliver medical aesthetic services. Prior research suggests that modern and well-maintained facilities enhance perceived service quality and client confidence (Fatima et al., 2017). In this study, clinic facilities are evaluated using three items related to equipment readiness, facility accessibility, and emergency preparedness.

Physical Environment:

The physical environment encompasses the visual and sensory aspects of the service setting, such as cleanliness, layout, and comfort (Bitner, 1992; Hsieh & Lee, 2021). It influences clients' emotional responses and their impression of professionalism. In this study, it is measured using five items including cleanliness, atmosphere, and visual appeal.

Personnel Quality:

Personnel quality reflects the competence, communication skills, and professionalism of clinic staff (Cronin & Taylor, 1992; Grönroos, 2007). It contributes directly to perceived service consistency and trust. This study measures personnel quality with five items focusing on knowledge, courtesy, and sincere service behavior.

Technical Quality:

Technical quality relates to the clinical precision and safety of procedures performed (Donabedian, 1988). It is a critical factor in medical-based aesthetic services. In this study, four items are used to assess the accuracy, reliability, and safety of procedures administered.

Medical Service Quality:

Medical service quality focuses on physician-led service delivery, including clarity of medical advice and professionalism. Wu and Lu (2022) note its influence on service satisfaction and perception of safety. In this study, five items evaluate the physician's ability to explain procedures, instill confidence, and ensure safety.

Nursing Service Quality:

Nursing service quality refers to the empathetic and supportive roles that nurses play during treatment and recovery. Shafei and Tabaa (2016) emphasized the importance of post-treatment care in shaping satisfaction. This study uses three items to measure attentiveness, kindness, and communication.

Corporate Image:

Corporate image represents the overall perception of the clinic in terms of trust, branding, and reputation (Andreassen & Lindestad, 1998; Keller, 1993). It mediates the influence of service delivery on satisfaction and loyalty. In this study, corporate image is assessed through four items related to credibility, visual branding, and reputation.

Customer Satisfaction:

Customer satisfaction is defined as the client's cognitive and emotional response to their overall service experience compared to expectations (Oliver, 1997). It is the primary dependent variable in this study, measured using seven items addressing satisfaction level, perceived value, and loyalty intention. In healthcare service contexts, satisfaction is often shaped by perceived quality, communication, and trust (Wu & Lu, 2022).

Prior research in aesthetic clinic settings has shown that factors such as infrastructure quality, staff empathy, and brand image are significant drivers of client satisfaction. For instance, Shafei and Tabaa (2016) found that personnel support and responsiveness play a critical role in shaping satisfaction among clients of aesthetic services. Wu and Lu (2022) emphasized that trust and post-treatment care significantly influence how clients evaluate service experiences in beauty clinics. In the Thai context, Khumnualthong (2015) found that service quality dimensions and brand trust significantly affect satisfaction and client retention in beauty clinics. These findings suggest that while some satisfaction factors overlap with broader healthcare services, beauty clinics require unique attention to emotional and experiential dimensions.

Conceptual Framework

The conceptual framework for this study is designed to investigate how various aspects of service quality and brand perception contribute to customer satisfaction in aesthetic clinics. It posits that eight independent variables, personnel support, clinic facilities, physical environment, personnel quality, technical quality, medical service quality, nursing service quality, and corporate image, directly affect customer satisfaction.

Therefore, the researchers have set the first hypothesis as follows:

H1_o: Personnel support, clinic facilities, physical environment, personnel quality, technical quality, medical service quality, nursing service quality and corporate image have no statistically significant influence on customer satisfaction.

H1_a: Personnel support, clinic facilities, physical environment, personnel quality, technical quality, medical service quality, nursing service quality and corporate image have statistically significant influence on customer satisfaction.

Although the hypothesis is formulated collectively to reflect the integrated impact of all independent variables on customer satisfaction, the analysis was conducted using multiple regression, allowing for the examination of each variable's individual contribution to the outcome.

Additionally, the model includes two mediating relationships. First, medical service quality and nursing service quality are hypothesized to positively influence corporate image, as physician professionalism shapes public perception. Second, medical service quality is expected to positively impact nursing service quality, reflecting interprofessional collaboration within clinic operations.

Therefore, the researchers have set the second hypothesis as follows:

H2_o: Medical service quality and nursing service quality have no statistically significant influence on corporate image.

H2_a: Medical service quality and nursing service quality have a statistically significant influence on corporate image.

Although the hypothesis is formulated collectively to reflect the integrated impact of all independent variables on corporate image, the analysis was conducted using multiple regression, allowing for the examination of each variable's individual contribution to the outcome.

Therefore, the researchers have set the third hypothesis as follows:

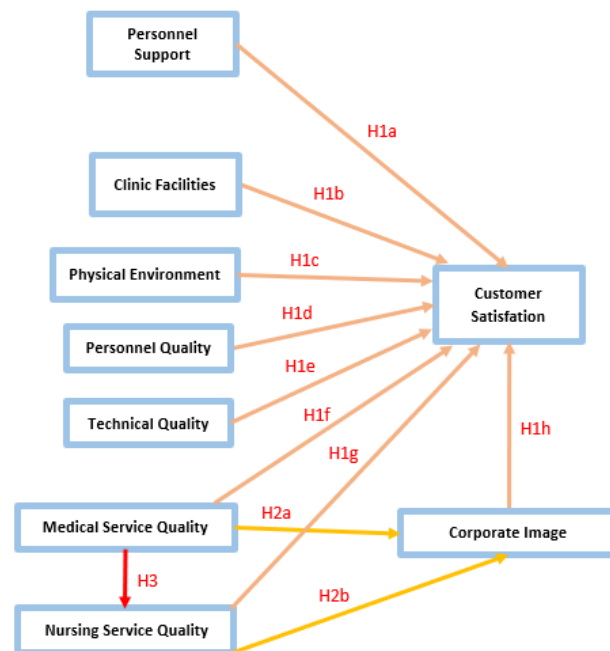
H3_o: Medical service quality has no statistically significant influence on nursing service quality.

H3_a: Medical service quality has a statistically significant influence on nursing service quality.

This framework synthesizes prior empirical findings and theoretical models to provide a comprehensive structure for hypothesis development. The resulting model is illustrated in Figure 1.

Figure 1

Conceptual framework showing hypothesized relationships



Research Methodology

This study adopted a descriptive research approach to explore and understand the population under investigation. As noted by Zikmund and Babin (2013), descriptive research is aimed at characterizing and analyzing the attributes of a population, such as individuals, groups, and settings, by addressing fundamental questions regarding who, what, where, when, and how. Burns and Bush (2014) also emphasized that a larger sample size is ideal for descriptive research. Hence, this method was chosen to effectively describe both the variables and the population in line with the study's goals.

A survey method was utilized to collect data through questionnaires, as it is an effective and efficient means of obtaining primary data by analyzing a representative sample of the target population. The questionnaires, which allowed respondents to complete them independently, ensuring that they had sufficient time to consider their responses and provide honest feedback without external interference (Zikmund & Babin, 2013).

Zikmund and Babin (2013) defined the target population as the group of elements that are relevant to the research project. The primary aim of this research is to examine the impact of various factors, such as personnel support, clinic facilities, physical environment, personnel quality, technical quality, medical service quality, nursing service quality, corporate image, and customer satisfaction at Rakta Beauty Clinic in Ratchaburi, Thailand. Therefore, the target population for this study consists of customers who have had experience at beauty clinics,

specifically from the two branches of Rakta Clinic: The Mueang Ratchaburi District branch and the Ban Pong branch, both located in Ratchaburi province.

Sekaran (2003) pointed out that sample size refers to the number of individuals required for a survey, and it should be calculated carefully to ensure the sample accurately represents the population. Criteria for determining sample size generally involve ensuring that the sample is sufficiently large and maintains a clear relationship with the population size, as Cooper and Schindler (2014) noted. In this study, the sample comprised Rakta Clinic customers who had visited at least once. As the exact scope of the study population was not clearly defined, it was categorized as a "non-population".

For sampling, a non-probability sampling technique was employed, incorporating purposive sampling, quota sampling, and convenience sampling to identify the appropriate sampling units. The questionnaire employed a 5-point Likert scale for responses: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, and 5 = Strongly Agree.

Data Analysis

There are many steps to approach the requirement of empirical research. The first step reliability test (see Table 1). The second step was summary demographic factors and summary of descriptive analysis of variables (see Table 2 and 3), and the last step was to test the hypotheses (see Table 4).

Multiple linear regression analysis was employed to test the effects of multiple independent variables on the dependent variable (H1 and H2). This approach allows simultaneous estimation of the contribution of each predictor, while controlling for the influence of the others.

Table 1

The Summary of Reliability Analysis

Variables	Alpha (α - test)
Personnel Support	.726
Clinic Facilities	.621
Physical Environment	.706
Personnel Quality	.700
Technical Quality	.770
Medical Service Quality	.779
Nursing Service Quality	.657
Corporate Image	.722
Customer Satisfaction.	.814

According to Zikmund and Babin (2013), the ranges and details of coefficient alpha are generally as follows:

Coefficient Alpha	Strength of Association
$0.60 > \alpha$	Poor Reliability
$0.70 > \alpha \geq 0.60$	Fair Reliability
$0.80 > \alpha \geq 0.70$	Good Reliability
$0.95 > \alpha \geq 0.80$	Very Good Reliability

Based on Table 1, The reliability test output of the research instrument shown in Table 1 showed that all of the variables are greater than 0.60 is acceptable. In detail, the alpha value of personnel support is 0.726 (Good Reliability), clinic facility is 0.621 (Fair Reliability), physical environment is 0.706 (Good Reliability), personnel quality is 0.700 (Good Reliability), technical quality is 0.770 (Good Reliability), medical service quality is 0.779 (Good Reliability), nursing service quality is 0.657 (Fair Reliability), corporate image is 0.722 (Good Reliability) and customer satisfaction is 0.814 (Very Good Reliability) from above to below respectively.

Table 2

Summary of the Respondents' Demographic Information

Demographic Factors	Majority Group	Frequency	Percentage
Gender	Female	295	73.7%
Age	31 to 40	204	51.0%
Branch receiving service	Ban Pong	167	41.8%
	Ratchaburi	162	40.5%
	Both	71	17.8%
How to know the clinic	Facebook	214	53.5%

Based on Table 2, the results show the summary of the respondents' demographic information. Demonstrates the frequency and percentage of 400 respondents in this study which indicated that the major respondents' gender is female, holding the highest percentage at 73.7% (295). For respondents' age, most respondents are aged between 31-40, with 51.0% (204). Branch receiving service is almost equal between Ban Pong branch with 41.8% (167) and Mueang Ratchaburi district branch with 40.5% (162) and has received both branches with 17.8% (71). Lastly, for how to know the clinic, the major respondents used the Facebook channel with 53.5% (214).

Table 3*Mean and Standard Deviation of Study Variables*

Variable	Average Mean	Standard Deviation
Personnel Support	4.75	0.43
Clinic Facilities	4.64	0.46
Physical Environment	4.70	0.48
Personnel Quality	4.78	0.42
Technical Quality	4.56	0.56
Medical Service Quality	4.77	0.42
Nursing Service Quality	4.80	0.40
Corporate Image	4.78	0.42
Customer Satisfaction	4.70	0.47

Based on Table 3, the variable that holds the highest average mean is nursing service quality with 4.80, followed by corporate image and personnel quality with 4.78, medical service quality with 4.77, personnel support with 4.75, physical environment and customer satisfaction with 4.70, clinic facilities with 4.64, and technical quality with 4.56.

The standard deviation values, which ranged between 0.40 and 0.56, fall within the commonly accepted low to moderate dispersion range for Likert scale data (1 to 5). This indicates that respondents generally held similar views across items, thus supporting the internal consistency of the measured variables.

Results

According to the descriptive analysis, the majority of respondents were female, accounting for 73.7% (295). Regarding age, most respondents were in the 31-40 age group, representing 51.0% (204). The distribution of service usage across the branches was nearly equal, with 41.8% (167) using the Ban Pong branch and 40.5% (162) using the Mueang Ratchaburi district branch, while 17.8% (71) used both branches. Regarding how respondents learned about the clinic, the largest proportion, 53.5% (214), indicated they discovered the clinic via Facebook. A summary of the hypotheses testing is presented below:

Hypothesis 1: The results indicate that personnel support, physical environment, personnel quality, technical quality, nursing service quality, and corporate image all significantly impact customer satisfaction, with p-values of 0.001, 0.000, 0.010, 0.000, 0.003, and 0.000, respectively. As a result, the null hypothesis (H_0) was rejected. In terms of standardized beta coefficients, the physical environment had the strongest impact on customer satisfaction with a beta value of 0.348, followed by technical quality at 0.205, corporate image at 0.152, personnel support at 0.128, and personnel quality at 0.110. Nursing service quality

showed a weaker influence when assessed alongside other factors in the Multiple Linear Regression, with a beta value of -0.102. However, clinic facilities and medical service quality were not significant, with p-values of 0.182 and 0.131, respectively. Summarize the result in Table 4.

Hypothesis 2: The results show that medical service quality significantly affects corporate image, with a p-value of 0.000. Therefore, the null hypothesis (H_0) was rejected. The standardized beta coefficient for medical service quality was 0.340, indicating a positive influence on the corporate image. However, nursing service quality had no significant impact on the corporate image, with a p-value of 0.611. Summarize the result in Table 4.

Hypothesis 3: The results reveal that medical service quality has a significant influence on nursing service quality, with a p-value of 0.000. Consequently, the null hypothesis (H_0) was rejected. The standardized beta coefficient for medical service quality was 0.191, indicating a positive effect on nursing service quality. Summarize the result in Table 4.

Table 4

Summary Result from Hypothesis Testing

Hypothesis	β (Beta)	Sig.	Result
H1a: Personnel support to customer satisfaction	.128	.001	Supported
H1b: Clinic facilities to customer satisfaction	.048	.182	Not Supported
H1c: Physical environment to customer satisfaction	.348	.000	Supported
H1d: Personnel quality to customer satisfaction	.110	.010	Supported
H1e: Technical quality to customer satisfaction	.205	.000	Supported
H1f: Medical service quality to customer satisfaction	.057	.131	Not Supported
H1g: Nursing service quality to customer satisfaction	-.102	.003	Supported (Negative)
H1h: Corporate image to customer satisfaction	.152	.000	Supported
H2a: Medical service quality to corporate image	.340	.000	Supported
H2b: Nursing service quality to corporate image	-.025	.611	Not Supported
H3: Medical service quality to nursing service quality.	.191	.000	Supported

The hypotheses H1a to H1h and H2a to H2b, each factor under H1 and H2 were tested using multiple linear regression, with customer satisfaction and corporate image, respectively as the dependent variables. The results are shown in Table 4

Conclusion

This study aims to explore the factors affecting customer satisfaction at Rakta Clinic in Ratchaburi, Thailand. The variables examined include personnel support, clinic facilities, physical environment, personnel quality, technical quality, medical service quality, nursing service quality, corporate image, and customer satisfaction. Three hypotheses were tested, with the results summarizing both respondent demographics and hypothesis outcomes.

The majority of respondents were female (73.8%, 295) and within the age group of 31-40 (51.0%, 204). The Ban Pong branch represented 41.8% (167) of respondents, followed by the Mueang Ratchaburi district with 40.5% (162), and 17.8% (71) used both branches. Most respondents (53.5%, 214) learned about the clinic through Facebook.

The statistical findings based on multiple linear regression reveal that Hypotheses H1a, H1c, H1d, H1e, H1g, and H1h were supported, indicating that personnel support, physical environment, personnel quality, technical quality, nursing service quality, and corporate image significantly influence customer satisfaction. Among these, H1c: Physical Environment had the strongest positive effect ($\beta = 0.348$), followed by H1e: Technical Quality ($\beta = 0.205$), H1h: Corporate Image ($\beta = 0.152$), H1a: Personnel Support ($\beta = 0.128$), and H1d: Personnel Quality ($\beta = 0.110$). Notably, H1g: Nursing Service Quality showed a negative effect ($\beta = -0.102$), though statistically significant. Hypothesis H1b (Clinic Facilities) and H1f (Medical Service Quality) were not statistically significant.

For Hypothesis 2 (H2), the statistical findings based on multiple linear regression reveal that H2a: Medical Service Quality had a significant and positive influence on corporate image ($\beta = 0.340$), while H2b: Nursing Service Quality was not statistically significant ($\beta = -0.025$).

Hypothesis 3 (H3) also showed a significant relationship between medical service quality and nursing service quality, supporting the proposed model.

Discussion

The findings of this study offer several insights in relation to prior research. First, the physical environment was found to be the most influential factor in determining customer satisfaction. This supports the work of Hsieh and Lee (2021) and Bitner (1992), who emphasized the role of physical surroundings, such as cleanliness, lighting, and ambiance, in shaping customer perceptions and emotional responses in service settings. In the context of aesthetic clinics, these physical cues are essential for building comfort and trust. Second, the significant impact of technical quality aligns with Donabedian (1988) and Wu and Lu (2022), who pointed out that the precision and skill in delivering aesthetic procedures contribute greatly to customer satisfaction, especially when treatments are perceived as safe and effective. The positive effects of corporate image and personnel support also align with prior findings (Qin, 2014; Shafei & Tabaa, 2016), reaffirming the importance of branding and empathetic interaction in healthcare and beauty services. Strong corporate image enhances perceived trustworthiness and professionalism, while personnel support creates personalized and

reassuring experiences. Interestingly, nursing service quality had a negative effect on customer satisfaction. This contrasts with previous studies (Patterson & McGoldrick, 2007; Wu & Lu, 2022), which generally found nursing care to be a positive contributor. This unexpected result may reflect a mismatch between client expectations and the role of nursing staff in aesthetic clinics, or gaps in communication or post-treatment care.

Regarding Hypothesis 2, the finding that medical service quality significantly enhances corporate image confirms previous insights by Chen et al. (2011) and Andreassen and Lindestad (1998), suggesting that technical reliability contributes to brand perception. However, nursing service quality not affecting corporate image could imply that clients place more emphasis on physician-led services when evaluating clinic reputation.

Lastly, the positive effect of medical service quality on nursing service quality suggests that when clinics ensure high standards in medical procedures, it raises expectations and coordination standards among nursing staff as well, which is consistent with Donabedian's framework (1980) on interrelated healthcare quality dimensions.

Recommendation

Based on the study's findings, several recommendations are proposed to enhance customer satisfaction at Rakta Clinic in terms of academic and practical.

Academic Implications: Future research should consider investigating additional variables such as customer loyalty, perceived value, or brand trust to build a more comprehensive model of customer behavior in aesthetic clinics. Comparative studies between different provinces or countries could provide cross-cultural insights. Qualitative methods such as in-depth interviews, may also help uncover deeper perceptions and emotional factors influencing satisfaction.

Practical Implications: Beauty clinic managers should prioritize enhancing the physical environment by maintaining cleanliness, modernizing equipment, and creating a relaxing atmosphere. Improving technical training for service staff is essential to ensure safe and effective treatments. A strong corporate image should be cultivated through consistent branding and professional communication. Managers should also invest in staff development, focusing on empathy, responsiveness, and post-treatment care to elevate overall service quality.

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