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Antecedents of Patient Satisfaction and Its Impact on Intention to Recommend at XYZ Aesthetic Clinic

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INDEXING

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clinic image

ABSTRACT

The aesthetic clinic industry in Indonesia has experienced rapid growth, with the number of clinics increasing by approximately 6% annually, driven by high demand among Indonesian women to maintain their skin health. In the face of growing competition, aesthetic clinics must integrate traditional service approaches with various effective factors, taking into account both provider and patient perspectives. The patient-centered principle, which prioritizes the needs and preferences of the patient, becomes a key focus in improving service quality. This study aims to analyze the factors that influence patient satisfaction and the intention to recommend services at aesthetic clinics. Through a PLS-SEM model approach, the research findings revealed that physician behavior, price, social media engagement, and service quality exerted a significant positive effect on patient satisfaction. Meanwhile, the clinic's image did not have a significant impact on patient satisfaction. Patient satisfaction was found to have a significant positive effect on the intention to recommend the clinic to others. This research provides valuable insights for aesthetic clinic management in developing more effective service strategies that focus on patient satisfaction to maintain competitiveness in this increasingly competitive industry.

Kata kunci:
kepuasan pasien;
niat untuk merekomendasikan;
perilaku dokter;
harga;
keterlibatan media sosial;
gambar klinik

Industri klinik estetika di Indonesia tengah mengalami pertumbuhan yang pesat, dengan jumlah klinik yang bertambah sekitar 6% per tahun, seiring dengan tingginya permintaan wanita Indonesia untuk menjaga kesehatan kulitnya. Dalam menghadapi tantangan persaingan yang semakin ketat, klinik estetika perlu memadukan pendekatan layanan tradisional dengan berbagai faktor yang efektif, dengan mempertimbangkan perspektif penyedia layanan dan pasien. Prinsip berbasis pasien yang mengutamakan kebutuhan dan preferensi pasien menjadi fokus utama dalam meningkatkan kualitas layanan. Penelitian ini bertujuan untuk menganalisis faktor-faktor yang mempengaruhi kepuasan pasien dan niat untuk merekomendasikan layanan di klinik estetika. Melalui pendekatan model PLS-SEM, hasil penelitian menunjukkan bahwa perilaku dokter, harga, keterlibatan media sosial, dan kualitas layanan berpengaruh positif signifikan terhadap kepuasan pasien. Sementara itu, citra klinik tidak menunjukkan pengaruh yang signifikan terhadap kepuasan pasien. Kepuasan pasien terbukti memiliki dampak positif yang signifikan terhadap niat untuk merekomendasikan klinik kepada orang lain. Penelitian ini memberikan kontribusi penting bagi manajemen klinik estetika dalam mengembangkan strategi layanan yang lebih efektif yang berorientasi pada kepuasan pasien guna mempertahankan daya saing di industri yang semakin kompetitif ini.

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INTRODUCTION

The healthcare sector is undergoing substantial transformations and facing various challenges due to increased competition among service providers (Ghali et al., 2023). Healthcare providers must integrate traditional service approaches with the efficacy of multiple factors, incorporating perspectives from both providers and patients. This patient-centered principle prioritizes the needs and preferences of the patient (Arwidiana & Sudiari, 2024; Cherif et al., 2021). In the aesthetic clinic industry, Indonesia has witnessed significant growth, with the number of clinics increasing at a rapid rate of 6% annually. This growth aligns with the rising demand among Indonesian women to maintain their skin health (Dio et al., 2023).

Consequently, a comprehensive strategy is required for aesthetic clinics to grow and remain competitive in delivering quality services.

Several factors influence the performance of aesthetic clinics in Indonesia. One notable internal factor is employee performance. A study by Widodo & Wening (2024) highlights that employee performance significantly impacts a clinic's overall success. Their research indicates that appropriate compensation positively influences key performance indicators, thereby enhancing the clinic's operations. Additionally, customer satisfaction has emerged as a critical determinant, as patients tend to choose clinics that provide excellent service, knowledgeable staff, and high-quality healthcare (Suherman & Satya, 2024). Patient satisfaction is also closely related to the concept of intention to recommend (ITR), which describes an individual's willingness to recommend a service based on their experience. High-quality service is often reciprocated with positive feedback from patients. ITR reflects a patient's commitment to advocating for services they find valuable (Han & Han, 2023; Octaviani et al., 2023).

Patients' experiences at aesthetic clinics also typically involve several dimensions, including product quality, service quality, and outcomes of medical procedures. Han & Han (2023) reported that these dimensions are key drivers of patients' willingness to recommend an aesthetic clinic. Price competitiveness, combined with superior quality, further contributes to patient satisfaction and trust, encouraging recommendations (Nurmansyah et al., 2021).

Moreover, a clinic's image significantly impacts patient satisfaction and ITR. Lienata & Pink Berlianto (2023) define clinic image as the perceived reputation and quality of care offered by the clinic. Their study found that a strong clinic image correlates with increased patient loyalty and higher ITR scores. Social media engagement also plays a pivotal role; clinics with an active presence on platforms such as TikTok and Instagram, particularly targeting users aged 18–34, displayed a positive impact on purchasing intentions and recommendations (Vaharani & Halim, 2024). Additionally, clinics offering professional service from specialists, competitive pricing, and sufficient consultation time exhibit higher ITR, aligning with patient satisfaction and loyalty (Rifa & Bernarto, 2023).

Therefore, this study aims to explore the factors influencing patients' intentions to recommend aesthetic clinic services. By identifying these determinants, the research seeks to provide actionable insights for aesthetic clinics to enhance their competitiveness and deliver superior patient experiences. In addition, this study also aims to test and analyze the influence of price, clinic image, promotion, social media engagement, and physician behavior on patient satisfaction.

RESEARCH METHOD

This research utilized a quantitative survey method grounded in the positivism paradigm, assuming that knowledge is derived from objective observation through following specific procedures. This study is categorized as quantitative survey research as the data would be analyzed through a clear, structured, and detailed procedural approach. Statistical testing would be used to ensure the reliability and validity of the data before drawing objective conclusions (Bougie & Sekaran, 2020). Also, this research does not fall under the category of intervention research, as no intervention was applied to the subject being studied.

Regarding the research timeline, this study was a cross-sectional study because data collection was conducted at one specific point in time. This approach was chosen because the

research design does not require long-term monitoring to answer the research questions, making cross-sectional research more effective (Bougie & Sekaran, 2020). Data collection took place in December 2024.

The variables discussed in this study included price, clinic image, social media engagement, and physician behavior, serving as the independent variables, and patient satisfaction functioned as the mediator variable. Meanwhile, the dependent variable in this study was the intention to recommend. To measure the latent variables, this research used a 5-point Likert scale, which comprised options "1" for strongly disagree, "2" for disagree, "3" for neutral, "4" for agree, and "5" for strongly agree. This scale was chosen due to its practicality for analysis and ease of understanding for respondents (Bougie & Sekaran, 2020). Based on the results of the validity test analysis, all questionnaire statement items with a total of 30 items obtained valid results. Likewise, with the reliability results, all questionnaire statement items with a total of 30 items obtained reliable results.

Table 1. Construct Validity Value

Variables	Average Variance Extracted (AVE)	Results
Clinic Image	0.882	Valid
Intention to Recommend	0.875	Valid
Patient Satisfaction	0.819	Valid
Physician Behavior	0.955	Valid
Price	0.911	Valid
Social Media Engagement	0.924	Valid

Source: *Own Processed*

Table 2. Construct Reliability

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Results
Clinic Image	0.966	0.968	0.974	Reliable
Intention to Recommend	0.964	0.965	0.972	Reliable
Patient Satisfaction	0.945	0.948	0.958	Reliable
Physician Behavior	0.988	0.988	0.991	Reliable
Price	0.976	0.976	0.981	Reliable
Social Media Engagement	0.979	0.979	0.984	Reliable

This analysis used questionnaires designed to find the answers to research questions. The research object chosen was evaluated based on the research's questionnaires. A questionnaire survey would result in primary data to be used in data processing. The primary data used in this research was questionnaire survey responses, whereas secondary data contained supporting data, such as identity and respondents' sociodemographics. In addition, data collecting was done using a random sampling method, allowing all research populations to have the same opportunity of becoming research samples, thus reducing the bias risk (Martínez-Mesa et al., 2016). Total random sampling techniques were done by making a patient list of visited aesthetic clinics XYZ and defining patients classified as the research's population.

Furthermore, all research population lists were numbered or uniquely defined to be randomly selected. Selecting could be done by using a randomizer application to show a

random number. The population with the number shown would participate as a research sample. These procedures were done repetitively until the amount of minimum sample needed was fulfilled. The questionnaire could be filled out directly or independently by the respondents with the researcher's assistance. At the beginning of the questionnaire, respondents were asked to confirm their willingness to participate and give consent for their data to be used in the analysis and publication of this study, ensuring that their identities and data would remain confidential. Once respondents agreed to participate, they could select their answers based on their preferences.

Choosing the appropriate sample size is crucial to ensure that the research results accurately represent the broader population. In this study, the minimum sample size calculation was done using power analysis and the inverse square root formula, which was consistent with the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method employed. Based on the power analysis calculation using a medium effect size (f2 = 0.15), 95% power, alpha value of 0.05, and 4 predictors (three independent variables and one moderator), the required sample size was 129 respondents (J. F. Hair et al., 2022).

Moreover, sample selection must be considered and adjusted to research criteria so that it can reflect research results in a wider population. Based on this, the characteristics of the sample in this study were patients who underwent aesthetic treatment at the XYZ clinic and who had undergone treatment at least twice. The sampling method used in this research was total random sampling, meaning all patients had the same probability of being recruited as respondents. Nevertheless, respondent patient selection was based on random picking. The total random sampling method was used to create a lower bias risk due to the same opportunity for all populations to be recruited as a sample. In doing a total random sample method, the researcher took notes about all patients who visited the aesthetic clinic XYZ data and listed the research's populations. Furthermore, the list was selected randomly by random number (not in sequences) (Martínez-Mesa et al., 2016).

Further, the analysis method used in this study was inferential analysis with a multivariate approach, as it involved multiple relationships between variables, including independent, dependent, and latent variables. This approach was chosen to analyze the complex relationships among the variables in this study (Bougie & Sekaran, 2020; Gudergan et al., 2025). The analytical model employed was the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method, which is commonly used in social and management research due to its ability to analyze multiple relationships among variables (Hair et al., 2021). PLS-SEM was selected as it is well-suited for exploratory studies, can explain the relationships among variables, and can develop new research models (Sarstedt et al., 2023; Hair et al., 2021). The ability of PLS-SEM to assess relationships among variables would also help explain the causal relationships in this study, especially those factors influencing the intention to recommend. This analysis can be performed using software such as SmartPLS 4 and may be extended with Importance-Performance Mapping Analysis (IPMA) and Prediction-Oriented Segmentation (PLS-POS) to assess the data homogeneity (Hair et al., 2021).

RESULTS AND DISCUSSION

This study was conducted at the XYZ aesthetic clinic to understand the factors influencing patients' intention to recommend the clinic. A quantitative survey was

administered through an online questionnaire distributed via Google Forms, collecting data from 129 respondents. The majority of respondents were women (96%), with the largest age group falling between 26 and 30 years (68%), followed by the 31–40 age range (28%). Most respondents held a bachelor's degree (S1/D4), reflecting a high level of education. In terms of occupation, 60% were employees, with the majority residing in Jakarta (34%) and Bekasi (32%). Additionally, 50% of respondents had a monthly income between IDR 7,000,000 and IDR 10,000,000, followed by 31.2% earning between IDR 5,000,000 and IDR 7,000,000.

Outer Model

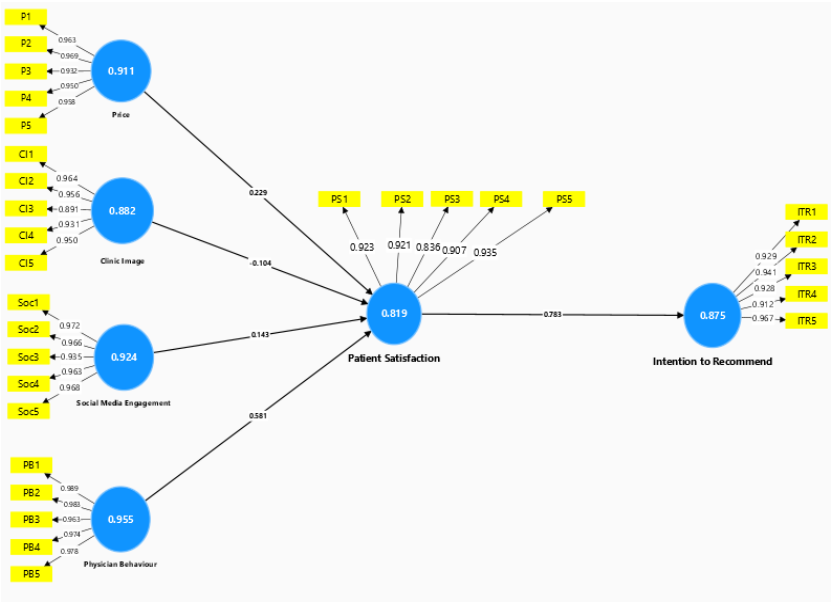

Figure 1. Outer Model

Figure 1 illustrates the measurement model (outer model), showing the relationships between reflective indicators and latent constructs, as well as the causal relationships among these constructs in the research model. In this model, latent constructs are represented by blue circles, while the reflective indicators are shown as yellow boxes connected by arrows. The numbers on the arrows pointing to the indicators represent the outer loading values, which indicate the contribution of each indicator in reflecting the latent construct. High outer loading values, mostly above 0.7, suggest that these indicators have strong validity in measuring their respective constructs. For example, the indicators for social media engagement (Soc1 to Soc5) had outer loading values ranging from 0.935 to 0.972, demonstrating their significant contribution to the construct. Consistently high outer loading values across other constructs further reinforce the strength of the indicators in this model.

The numbers within the blue circles represent the Average Variance Extracted (AVE) values, which indicate how well each construct explains the variance in its corresponding indicators. Constructs with AVE values greater than 0.5 showed that the construct explained more than 50% of the variance in the indicators. In this model, all constructs exhibited high AVE values, such as the price construct, which had an AVE of 0.911, indicating its substantial ability to explain the variance of its indicators. The high AVE values further support the construct validity, ensuring that each construct accurately represents the measured dimensions.

Additionally, the path coefficients, shown on the lines connecting latent constructs, represent the direction and strength of the relationships between variables in the research model. These coefficients, estimated during the evaluation of the structural model (inner model), assess the causal relationships between the latent constructs. For example, the path coefficient between patient satisfaction and intention to recommend was 0.783, indicating a significant positive impact. This strong value provides compelling evidence that patient satisfaction plays a crucial role in determining their intention to recommend the XYZ aesthetic clinic. This relationship suggests that as patient satisfaction increases, so does their likelihood of recommending the clinic.

From a reliability perspective, the model demonstrated high internal consistency, as indicated by the high AVE values and construct reliability measures such as Cronbach's Alpha and Composite Reliability, both exceeding the 0.7 threshold. This internal consistency implies that the indicators within each latent construct are closely related and consistently measure the same concept. The outer model evaluation also confirms good discriminant validity, ensuring that the indicators did not overlap when measuring different constructs.

Overall, Figure 1 provides strong evidence that the research model exhibited robust validity and reliability. The high outer loading values ensure that the indicators represent the latent constructs well, while the significant AVE values and path coefficients demonstrate the model's ability to explain causal relationships among variables. These findings provide a solid foundation for proceeding to the structural model evaluation to further explore causal relationships and influences among the variables in this study.

The results of the data analysis using the PLS-SEM method indicate the outer loading values for each indicator in the research model. These outer loading values are crucial in measuring the reliability of the indicators during the first stage of the measurement model evaluation. Based on the analysis, almost all outer loading values for the indicators met the threshold set at 0.708 (Hair et al., 2019; Hair et al., 2021). This suggests that the indicators used in the study had a high level of consistency in reflecting their respective latent constructs.

Convergent Validity

The next stage of evaluating the measurement model is assessing construct validity through convergent validity testing. The Average Variance Extracted (AVE) value was used as the criterion to assess convergent validity. AVE represents the average variance explained by the construct compared to the variance due to measurement error. According to (Hair et al., 2019) and (Sarstedt et al., 2023), a construct is considered valid if its AVE value is greater than 0.50.

The analysis revealed that all variables in the research model had excellent AVE values, significantly exceeding the recommended threshold. The physician behavior construct had the highest AVE value of 0.955, indicating that this construct explained more than 95% of the variance of its indicators. The social media engagement construct also had a very high AVE of 0.924, indicating strong convergent validity. Other constructs, such as price (0.911), clinic image (0.882), and intention to recommend (0.875), also showed AVE values close to the maximum, indicating that these variables effectively reflect their respective indicators.

Meanwhile, the patient satisfaction construct had an AVE value of 0.819, which remains well above the minimum threshold of 0.50. This confirms that the construct is valid for use in the research model. Overall, the AVE values for all variables ranged from 0.819 to 0.955,

confirming that all indicators in the measurement model had strong convergent validity and accurately reflected their respective latent constructs.

Discriminant Validity

The final stage of evaluating the outer model is testing discriminant validity, which ensures that indicators in the measurement model truly reflect the intended latent constructs and do not overlap with other constructs. This test was performed using the Heterotrait-Monotrait (HTMT) Ratio, as recommended by (Henseler et al., 2015). The HTMT ratio is considered superior to the Fornell-Larcker criterion in PLS-SEM analysis. HTMT measures the ratio between heterotrait correlation (indicators with other constructs) and monotrait correlation (indicators with their own construct). According to the guidelines, an HTMT value below 0.90 indicates that the constructs are well discriminated and their validity is acceptable (Sarstedt et al., 2023; Hair et al., 2021).

The HTMT matrix results, as shown in Table 4.7, revealed that all HTMT values were below the 0.90 threshold, confirming that the constructs in this model did not suffer from discriminant validity issues. For example, the HTMT value between clinic image and patient satisfaction was 0.669, while the value between price and social media engagement was 0.706. Both values are below the 0.90 threshold, indicating that these constructs are well-discriminated and that their indicators appropriately reflect the intended constructs.

In conclusion, all constructs in the study demonstrated satisfactory discriminant validity. This conclusion was supported by a series of outer model tests, including indicator reliability (outer loading), construct reliability (Cronbach's Alpha, composite reliability), convergent validity (AVE), and discriminant validity (HTMT Ratio). Therefore, the measurement model in this research is valid and suitable for use in the next stage of analysis, which involves evaluating the inner model (structural model) to explore causal relationships between the variables.

Analysis of the Inner Model

The analysis of the inner model was conducted to examine the causal relationships between latent variables (constructs) in the research model. This analysis was carried out using the bootstrapping method, a non-parametric resampling technique, with the help of SmartPLS™ software. Bootstrapping was employed to estimate the significance of causal relationships through T-statistics and confidence intervals, as recommended by (Henseler et al., 2015) and (Hair et al., 2019).

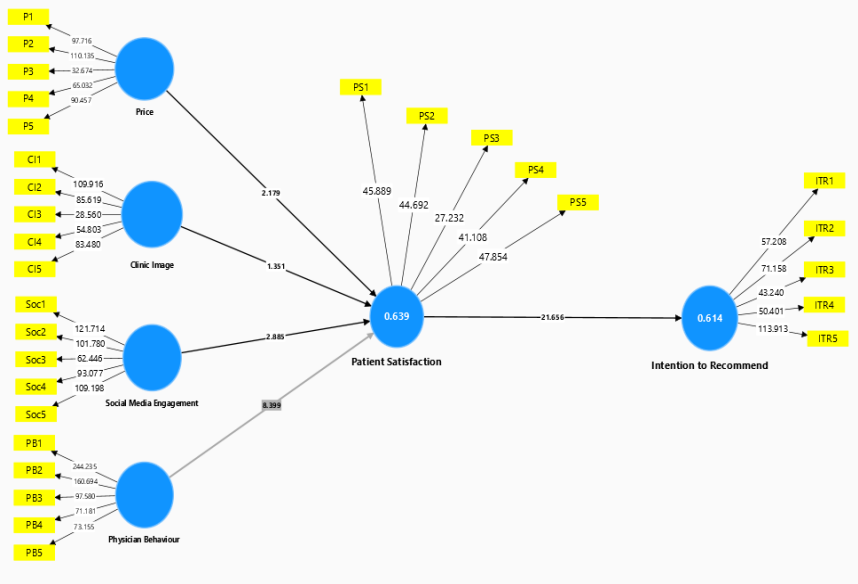

Figure 2. Inner Model

The inner model depicted above illustrates the relationship between a dependent variable, several independent variables, and a mediating variable. In this study, patient satisfaction served as the mediating variable that connects independent variables such as price, clinic image, social media engagement, and physician behavior with the dependent variable, intention to recommend. The bootstrapping results indicated that all paths in the model had T-statistics greater than the critical value of 1.96 (for a one-tailed test at a 5% significance level), demonstrating that all relationships in the model were statistically significant.

In addition to significance testing, the model's quality was assessed using parameters such as R-square, f-square, and Q-square predictive relevance. The R-square values showed that the independent variables explained 63.9% of the variance in patient satisfaction, while patient satisfaction explained 61.4% of the variance in intention to recommend. These results suggest that the model had strong explanatory power.

The analysis also uncovered significant causal relationships for each path. For example, the influence of physician behavior on patient satisfaction had a T-statistic of 8.399, the highest among all paths, indicating that physician behavior was the most significant factor influencing patient satisfaction. The path between patient satisfaction and intention to recommend also showed a strong relationship with a T-statistic of 21.656, confirming that patient satisfaction significantly influences their intention to recommend the clinic.

Based on these findings, it can be concluded that the research model demonstrated both validity and reliability. Therefore, the model is suitable for further analysis to understand better the factors that influence patient satisfaction and their intention to recommend the aesthetic clinic.

The first step in analyzing the inner model involves assessing the presence of multicollinearity among the independent variables using the Variance Inflation Factor (VIF). The VIF value was used to detect multicollinearity, where independent variables in the model may have strong relationships with one another. According to (Hair et al., 2019), an ideal VIF value is below 3. If the VIF value falls between 3 and 5, it is still considered acceptable but

requires further attention. On the other hand, a VIF value exceeding 5 suggests potential multicollinearity issues, which may impact the accuracy of the path coefficient estimates in the model.

The results indicated that most of the VIF values in this model fell within an acceptable range. For example, the VIF value for clinic image to patient satisfaction was 3.918, and for physician behavior to patient satisfaction, it was 3.346. Both values are considered acceptable, although they are close to the upper limit. Meanwhile, the VIF value for price to patient satisfaction was 4.277, which is still acceptable but near the threshold where multicollinearity could become a concern. In addition, the VIF for social media engagement was 2.230, suggesting no indication of multicollinearity for this variable.

Based on these results, it can be concluded that the research model did not exhibit significant multicollinearity problems, although a few variables were close to the upper acceptable limit. Overall, the model met the criteria for multicollinearity, making it suitable for further causal relationship analysis between the latent variables.

Hypothesis Testing Results

The next step in analyzing the inner model involves hypothesis testing through significance tests on the paths within the research model. The purpose of this test is to evaluate the relationships between latent variables, allowing for generalizations at the population level. The testing was performed using the bootstrapping method in SmartPLS™ software, and the significance of the relationships was assessed based on T-statistics and P-values. According to the guidelines set by (Hair et al., 2019), the T-statistic value must exceed the T-table value (1.645 for a 5% significance level, one-tailed) for the relationship between variables to be considered significant. Additionally, the direction of the path coefficient should align with the proposed hypothesis.

This approach ensures that the relationships in the model are statistically robust and reliable for drawing conclusions about the underlying causal structures. By comparing the T-statistics and P-values, it is possible to determine which hypotheses are supported by the data and which are not, providing a clearer picture of the model's validity.

Table 3. Hypothesis Testing Results

	Std Coefficient	T statistics	P values	Significance	Results
Price→Patient Satisfaction	0.229	2.194	0.014	Significant	Supported
Clinic Image→Patient Satisfaction	-0.104	1.369	0.086	Not Significant	Not Supported
Social Media Engagement→Patient Satisfaction	0.143	2.908	0.002	Significant	Supported
Physician Behavior→Patient Satisfaction	0.581	8.339	0.000	Significant	Supported
Patient Satisfaction→Intention to Recommend	0.783	21.951	0.000	Significant	Supported

The analysis revealed that out of the five paths in the research model, four paths showed significant relationships, while one path was not significant. The path between clinic image and patient satisfaction had a coefficient of -0.104, with a T-statistic of 1.369 and a P-value of 0.086, indicating it was not statistically significant. This suggests that clinic image did not have a direct significant impact on patient satisfaction in this model, and the related hypothesis was not supported.

In contrast, the path from patient satisfaction to intention to recommend demonstrated a very significant relationship, with a T-statistic of 21.951, a P-value of 0.000, and a path coefficient of 0.783. This indicates that patient satisfaction had a strong and significant effect on the likelihood of patients recommending aesthetic clinic services. This hypothesis was empirically supported.

The path from physician behavior to patient satisfaction was also significant, with a T-statistic of 8.339, a P-value of 0.000, and a coefficient of 0.581. These results suggest that physician behavior had a positive and significant impact on patient satisfaction, supporting the proposed hypothesis. Additionally, the path between price and patient satisfaction showed a significant relationship, with a T-statistic of 2.194, a P-value of 0.014, and a coefficient of 0.229. This indicates that patients' perception of price exerted a positive and significant influence on their satisfaction.

Finally, the path from social media engagement to patient satisfaction was also supported, with a T-statistic of 2.908, a P-value of 0.002, and a coefficient of 0.143. Although the effect was relatively small, it still indicated a significant influence of social media engagement on patient satisfaction.

These findings provide strong evidence for the importance of physician behavior, patient satisfaction, price, and social media involvement in shaping patient satisfaction and their intention to recommend the clinic.

The Impact of Price on Patient Satisfaction

Based on the analysis, the impact of price on patient satisfaction showed a T-statistic value of 2.194, greater than the T-table value of 1.645 at a 5% significance level (one-tailed). This indicates that the relationship between the variables was statistically significant. The standardized coefficient for this relationship was 0.229, suggesting a positive effect in line with the hypothesis. Therefore, this hypothesis was supported.

These findings denote that patients' perceptions of the price of aesthetic clinic services had a significant impact on their satisfaction levels. In other words, the better patients perceive the price, the higher their satisfaction tends to be. The coefficient of 0.229 suggests that while the effect of price on patient satisfaction was not as strong as other variables in the model, it still contributed meaningfully to explaining patient satisfaction. This aligns with previous research by (Hair et al., 2019) and (Parasuraman et al., 1988), which showed that consumers' perception of fair pricing can enhance their satisfaction with services. In the context of an aesthetic clinic, competitive, transparent pricing, which aligns with the quality of the services provided, is crucial for improving the overall patient experience.

From a managerial perspective, these results imply that aesthetic clinic management must carefully consider pricing strategies that are not only competitive but also reflect the value perceived by patients. Strategic price management might involve providing transparent explanations of service costs, offering relevant discounts, or creating value-added service

packages. This approach could help improve patients' perceptions of pricing and, ultimately, increase their satisfaction with the services offered.

The Impact of Clinic Image on Patient Satisfaction

The analysis using bootstrapping unveiled that the relationship between clinic image and patient satisfaction obtained a T-statistic of 1.369, lower than the T-table value of 1.645 at a 5% significance level (one-tailed). With a P-value of 0.086, this relationship did not reach the required level of statistical significance. The standardized coefficient was -0.104, indicating a negative relationship, which contradicts the hypothesis. Therefore, the hypothesis proposing a positive link between clinic image and patient satisfaction was not supported.

These findings suggest that, in this study, patients' perceptions of the clinic's image did not have a direct, significant impact on their satisfaction levels. While clinic image is certainly important for shaping overall perceptions of the service, it may not be a primary driver of patient satisfaction in the context of aesthetic clinics.

Theoretical perspectives suggest that this result contrasts with previous studies, such as those by Kotler & Keller (2018), which posited that a positive institutional image contributes to increased customer satisfaction. However, in this research, the lack of significance might be due to other factors that have a more dominant impact on patient satisfaction, such as the behavior of doctors, pricing, and social media engagement, as demonstrated by other variables in the model.

From a managerial viewpoint, these results imply that while building a positive clinic image remains important, efforts to increase patient satisfaction should focus on factors with stronger influences, such as enhancing doctor-patient interactions or optimizing pricing strategies. Nonetheless, maintaining a good clinic image is crucial for long-term competitiveness and supporting other elements that contribute to overall patient satisfaction.

The Impact of Social Media Engagement on Patient Satisfaction

The analysis revealed that the impact of social media engagement on patient satisfaction had a T-statistic of 2.908, which exceeds the T-table value of 1.645 at a 5% significance level (one-tailed). With a P-value of 0.002, this relationship was statistically significant. The standardized coefficient was 0.143, indicating a positive effect that aligns with the hypothesis. Therefore, the hypothesis regarding the impact of social media engagement on patient satisfaction was supported.

These findings suggest that patient engagement via social media had a significant positive effect on their satisfaction levels. Although this variable's contribution is relatively smaller compared to others in the model, it is still an important factor in shaping patients' overall experiences. Social media serves as a direct communication channel between the clinic and patients, allowing for transparent information sharing, service promotions, and more personal interactions, which ultimately enhances patients' perceptions of the clinic.

This aligns with prior research by Kaplan and Haenlein (2020), which emphasized the importance of social media engagement in fostering stronger relationships between customers and institutions. In the context of an aesthetic clinic, social media is a strategic platform for building a community, educating patients about services, and strengthening emotional connections, all of which contribute to increasing patient satisfaction.

From a managerial perspective, these results imply that aesthetic clinics should focus on enhancing their social media engagement activities. Strategies may include creating relevant

and informative content, actively interacting with patients on social media platforms, and managing reviews and comments responsively. Strengthening social media engagement can help build stronger patient relationships and ultimately drive higher satisfaction levels. This approach may also support other factors in the model, such as improving the clinic's image and increasing patients' intentions to recommend the clinic's services.

The Impact of Physician Behavior on Patient Satisfaction

The analysis indicates that the impact of physician behavior on patient satisfaction had a T-statistic of 8.339, significantly higher than the T-table value of 1.645 at a 5% significance level (one-tailed). With a P-value of 0.000, this relationship was statistically significant. The standardized coefficient of 0.581 showed that the impact of physician behavior on patient satisfaction is strong and positive, aligning with the hypothesis. Therefore, the hypothesis was supported.

This result highlights that physician behavior plays a crucial role in determining patient satisfaction. The high coefficient indicates that the quality of interactions between physicians and patients, such as clear communication, empathy, trust, and attention, significantly influences the patient's experience and satisfaction. Good physician behavior not only creates a positive relationship but also instills confidence in patients regarding the services they receive.

These findings are consistent with research by Berry et al., (2002), which found that the behavior of service providers, particularly doctors, is a major factor affecting patients' perceptions and satisfaction with healthcare services. Other studies, such as those by Parasuraman in (Handyana et al., 2023), also demonstrated that friendly, professional, and responsive service providers enhance patients' perceptions of service quality and overall satisfaction.

From a managerial perspective, these results suggest that aesthetic clinics should prioritize training and development for physicians to ensure that they provide professional and empathetic care to patients. Training programs focused on improving communication skills, empathy, and patient relationship management can be a strategic investment to enhance patient satisfaction. Furthermore, clinics should promote a work culture that supports positive physician behavior, such as rewarding good service and creating an environment conducive to building strong patient-physician relationships. Ensuring high-quality physician behavior can strengthen the overall patient experience and increase loyalty, as well as patients' likelihood of recommending the clinic to others.

The Impact of Patient Satisfaction on Intention to Recommend

The analysis showed that the impact of patient satisfaction on intention to recommend had a T-statistic of 21.951, far greater than the T-table value of 1.645 at a 5% significance level (one-tailed). With a P-value of 0.000, this relationship was statistically significant. The standardized coefficient of 0.783 indicates a strong and positive impact, aligning with the hypothesis. Therefore, the hypothesis was supported.

These results suggest that patient satisfaction had a very significant impact on their intention to recommend the aesthetic clinic's services. High satisfaction levels indicate that patients feel the services provided meet or exceed their expectations. This encourages patients to share their positive experiences with others, either through direct recommendations or reviews on social media or other platforms. In other words, patient satisfaction not only enhances loyalty but also serves as an indirect promotion for the clinic.

These findings align with research by (Rifa & Bernarto, 2023) and (Winnita et al., 2024), who found that customer satisfaction is a key driver of recommendation behavior. Satisfied patients are more likely to have a positive view of the services they receive, which encourages them to recommend the clinic to others, especially in healthcare settings, where trust and patient experiences are paramount.

From a managerial perspective, these results highlight the importance of prioritizing patient satisfaction in the aesthetic clinic's management strategy. Management can focus on improving service quality, such as enhancing doctor-patient interactions, ensuring competitive and transparent pricing, and leveraging social media to strengthen patient engagement. Additionally, gathering patient feedback through satisfaction surveys or reviews can help identify areas for improvement, ensuring that high satisfaction levels are maintained. By focusing on patient satisfaction, clinics can not only improve loyalty but also expand their customer base through positive recommendations from satisfied patients.

The findings of this study suggest that most of the hypotheses in the research model were empirically supported, with significant relationships between the tested variables. The path analysis using PLS-SEM indicates that the relationships between the latent variables in the model have significant impacts, except for one relationship that was not significant. These findings provide strong evidence supporting the designed research model and offer valuable insights into the factors influencing patient satisfaction and their intention to recommend aesthetic clinic services.

The analysis demonstrated that price perception had a positive and significant impact on patient satisfaction, with a coefficient value of 0.229. This variable plays an important role in shaping the patient experience. This aligns with studies by (Han & Han, 2023) and (Kurnianingrum & Hidayat, 2020), which show that fair and transparent pricing can enhance customers' perception of value and satisfaction. In the context of aesthetic clinics, competitive pricing aligned with service quality is a key strategy for improving patient satisfaction.

Physician behavior, as one of the independent variables in the model, showed a significant impact on patient satisfaction, with a standardized coefficient of 0.581. This result supports the findings of research by Liow et al., (2015) which emphasizes the importance of positive interactions between doctors and patients in creating a satisfying healthcare experience. This factor appears to have the largest contribution to patient satisfaction, further reinforcing the need to prioritize good physician behavior in the service delivery process.

On the other hand, the relationship between clinic image and patient satisfaction was not statistically significant, with a T-statistic of 1.369 and a P-value of 0.086. This finding indicates that a clinic's image, while important in building a reputation, may not have a direct, significant effect on patient satisfaction. These results suggest that aesthetic clinic management should focus more on factors that directly impact the patient experience, such as pricing, physician behavior, and social media engagement.

Finally, social media engagement was found to have a positive impact on patient satisfaction, with a standardized coefficient of 0.143. This indicates that social media is a valuable tool for aesthetic clinics to engage with patients and enhance their overall satisfaction with the services provided.

The significant impact of patient satisfaction on patients' intention to recommend the clinic (with a standardized coefficient of 0.783) emphasizes the importance of delivering high-

quality services that meet or exceed patient expectations. Satisfied patients are more likely to recommend the clinic to others, helping to expand the clinic's customer base.

Managerial Implications

Based on the research findings, the following managerial implications can be drawn: (1) Pricing Strategy: Aesthetic clinics should maintain competitive and transparent pricing to enhance patients' satisfaction. Clear communication of service costs and providing value-added service packages may further improve perceptions of price. (2) Training for Physicians: Clinics should invest in training programs to enhance physician behavior, emphasizing professional communication, empathy, and patient relationship management. This will improve patient satisfaction and loyalty. (3) Social Media Engagement: Clinics should optimize their social media presence to engage with patients, share information, and promote their services. Active and responsive social media engagement can strengthen patient satisfaction. (4) Focus on Patient Satisfaction: Ensuring patient satisfaction should be a priority for aesthetic clinics. Gathering feedback through surveys or reviews and acting upon it can further improve service delivery and overall patient experience.

This study provides valuable insights for aesthetic clinics seeking to enhance patient satisfaction and drive business growth through targeted management strategies.

Mediation Analysis

The analysis results showed that patient satisfaction significantly mediated the relationship between price and intention to recommend, with a coefficient of 0.180 and a P-value of 0.015. This indicates that positive price perceptions, through increased patient satisfaction, contributed to patients' intention to recommend the aesthetic clinic. This finding aligns with the theory that customer value perception can enhance satisfaction, which in turn drives recommendation behavior (Han & Han, 2023; Kurnianingrum & Hidayat, 2020).

In contrast, patient satisfaction did not significantly mediate the relationship between clinic image and intention to recommend, with a coefficient of -0.082 and a P-value of 0.083. This suggests that the clinic's image did not influence recommendation intentions through patient satisfaction. This lack of significance may indicate that the clinic's image plays a more direct role or is influenced by other factors not included in this model (Araújo et al., 2023; Lienata & Pink Berlianto, 2023).

The relationship between physician behavior and the intention to recommend through patient satisfaction showed a highly significant result, with a mediation coefficient of 0.455 and a P-value of 0.000. This reinforces the idea that professional, empathetic, and communicative physician behavior not only improves patient satisfaction but also strengthens their intention to recommend the clinic's services. These results are consistent with the studies of (Afrashtehfar et al., 2020) and (H. Kim et al., 2019), which emphasize the critical role of doctor-patient interactions in fostering patient satisfaction and loyalty.

Additionally, patient satisfaction plays a significant mediating role in the relationship between social media engagement and intention to recommend, with a coefficient of 0.112 and a P-value of 0.003. This result implies that positive social media engagement could increase patient satisfaction, which in turn influences their intention to recommend the clinic. Previous studies by Ha & Park (2020) and Hariyanti et al., (2023) also highlight that social media can be an effective tool for strengthening the emotional connection between patients and institutions, contributing to satisfaction and recommendation behavior.

Overall, the mediation analysis reveals that patient satisfaction plays an essential role in mediating most of the relationships between variables. However, the strength of mediation varied depending on the independent variables tested. These findings have practical implications, suggesting that aesthetic clinics should prioritize enhancing patient satisfaction as a primary strategy to encourage patients to recommend the services. Additionally, particular attention should be given to strengthening factors such as physician behavior and social media engagement, which have been proven to impact satisfaction and recommendation intentions significantly. Meanwhile, further exploration of the clinic's image role in a broader context is necessary to understand its contribution to patient satisfaction and loyalty better. These findings support existing literature emphasizing the importance of patient experience in building long-term relationships with customers in healthcare services (Afrashtehfar et al., 2020; Parasuraman et al., 1988).

PLS POS Analysis

The segmentation analysis revealed significant differences in the R^2 values between the two segments. In Segment 2, the R^2 value for intention to recommend was 0.999, notably higher than the 0.525 R^2 value in Segment 1. This near-perfect R^2 in Segment 2 indicates that independent variables such as patient satisfaction, clinic image, physician behavior, and social media engagement are highly effective in explaining the variability in intention to recommend within this group. In contrast, Segment 1 showed a weaker predictive power, suggesting that additional factors that the model does not capture may influence the intention to recommend in this segment.

Similarly, patient satisfaction displayed a comparable pattern, with an R^2 of 1.000 in Segment 2, compared to 0.569 in Segment 1. This suggests that variables like price, physician behavior, and social media engagement had a significantly stronger explanatory power in influencing patient satisfaction in Segment 2.

Path coefficient analysis also highlights important differences between the segments. For example, the path from physician behavior to patient satisfaction had a coefficient of 1.175 in Segment 2, compared to only 0.541 in Segment 1. This indicates that, in Segment 2, the quality of doctor-patient interactions has a much more substantial impact on patient satisfaction. Conversely, the path between price and patient satisfaction showed a negative coefficient of -0.188 in Segment 2, compared to a positive 0.290 in Segment 1. This finding suggests that, in Segment 2, price may be perceived as a less relevant factor in affecting patient satisfaction, possibly because respondents in this segment prioritize service quality over price.

From a managerial perspective, the results of this PLS-POS analysis provide important strategic implications. The segmentation demonstrates that a one-size-fits-all approach is ineffective in enhancing patient satisfaction and driving recommendations. Instead, service strategies should be tailored to the specific characteristics of each segment. For example, Segment 2 showed higher sensitivity to physician behavior, so investing in physician training to improve patient interactions could have a significant impact on this segment. In contrast, Segment 1, where price has a more positive influence, may benefit more from competitive pricing strategies or discounts to enhance patient satisfaction and encourage recommendations.

Overall, the PLS-POS model displayed how research models could provide richer, more specific insights into the relationships between variables within a heterogeneous population.

By dividing the data into more homogeneous segments, this analysis not only improves the validity of the results but also provides clearer guidance for strategic decision-making. In the context of aesthetic clinics, these findings suggest that investments in service quality should be accompanied by a focused segmentation approach to ensure that the specific needs of each patient group are well met. This strategy not only enhances patient satisfaction but also strengthens loyalty and drives business growth through increased recommendations.

IPMA Analysis

Based on the Importance-Performance Mapping Analysis (IPMA) conducted, key variables and indicators that require priority in management and further development within this research context have been identified. IPMA provides strategic insights by combining the importance of variables or indicators with their performance levels. In this analysis, variables or indicators that are highly important but have relatively low performance should be the focus of managerial attention.

Variables such as patient satisfaction showed significant importance in influencing the target variables, but their performance is still in a category that requires improvement. This suggests that, while this variable is already a main focus, the clinic needs to place more emphasis on enhancing the elements that contribute to patient satisfaction, such as consistent service quality, emotional engagement, and better communication between the clinic and patients. Additionally, physician behavior stands out as another crucial factor that can significantly improve overall outcomes. Continuous training for medical staff is essential to improve their interactions with patients and ensure higher levels of satisfaction.

In terms of indicators, some key elements like price and social media engagement exhibited good performance levels but still have room for enhancement to create a more significant impact. For example, social media engagement, despite having higher performance, still needs to be optimized to build trust and strengthen connections with patients through digital media. Effective communication on social media can enhance the relationship between patients and the clinic, leading to a more positive experience.

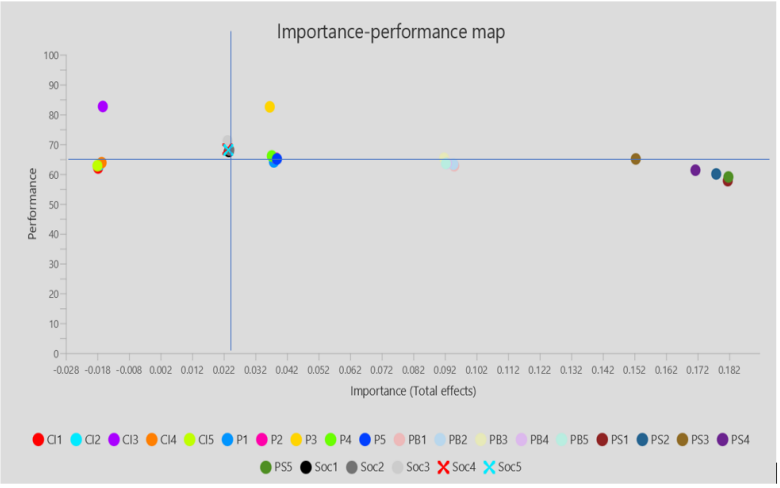

Figure 3. IPMA Indicator

Based on the results of the IPMA, managerial strategies should focus on strengthening the variables and indicators that are deemed important by patients but have not yet reached optimal performance. Enhancing the focus on patient satisfaction and healthcare provider behavior, combined with more effective digital marketing strategies, will help the clinic achieve higher levels of trust and increase patients' intention to recommend the clinic's services to others. This approach will have a significant impact on the clinic's overall growth.

Discussion

The discussion section aims to provide an in-depth interpretation of the research findings, linking them to theoretical frameworks and previous studies. The focus is on how these findings contribute to the literature and offer practical guidance for aesthetic clinic management to enhance service quality and patient satisfaction. This section also addresses the limitations of the results and offers recommendations for future research.

Based on the results of the analysis, the influence of patient satisfaction on intention to recommend had a T-statistics value of 21.951, which far exceeded the T-table value of 1.645 at a significance level of 5% (one-tailed). With a P-value of 0.000, this relationship was statistically significant. The standardized coefficient value of 0.783 indicated that the influence of patient satisfaction on intention to recommend is positive, strong, and in accordance with the hypothesized direction. Thus, the hypothesis that patient satisfaction has a positive effect on the intention to recommend aesthetic clinic services was supported. The analysis revealed that patient satisfaction is the most influential variable driving the intention to recommend. These results indicate that patient satisfaction levels have a very significant impact on their intention to recommend the clinic to others. High satisfaction reflects that patients feel that the services provided meet or exceed their expectations. This encourages patients to share positive experiences with others, either through direct recommendations or through reviews on social media or other platforms. In other words, patient satisfaction not only increases their loyalty but also serves as an indirect promotion for the clinic. This finding aligns with the Expectation Confirmation Theory, which suggests that satisfaction plays a mediating role in building patient loyalty (Battacherjee & Premkumar, 2019). Patients who are satisfied with the services are not only more likely to return to the clinic but also to recommend it to others. Therefore, patient satisfaction should remain a central focus in managing aesthetic clinics.

Founded on the results of the analysis conducted, the influence of physician behavior on patient satisfaction obtained a T-statistics value of 8.339, much greater than the T-table value of 1.645 at a significance level of 5% (one-tailed). With a P-value of 0.000, this relationship was statistically significant. The standardized coefficient value of 0.581 indicated that the influence of physician behavior on patient satisfaction was positive and strong and in accordance with the hypothesized direction. Therefore, the hypothesis proposed regarding this relationship was supported. The physician behavior variable also showed a significant relationship with patient satisfaction, highlighting the importance of doctor-patient interactions in creating positive experiences. These results indicate that doctor behavior plays a very important role in determining the level of patient satisfaction. The high path coefficient indicates that the quality of interaction between doctors and patients, such as clear communication, empathy, trust, and attention given by the doctor, has a very significant influence on patient experience and satisfaction. Good doctor's behavior not only creates a positive relationship but also gives

patients confidence in the services they receive. This supports the findings of J. Kim & Park, S. Lee (2020), which states that a physician's good behavior can enhance patient trust and influence satisfaction levels. Thus, improving communication and empathy through continuous training for doctors is essential to ensure consistent, high-quality interactions.

Grounded in the results of the bootstrapping analysis, the relationship between clinic image and patient satisfaction yielded a T-statistics value of 1.369, smaller than the T-table value of 1.645 at a significance level of 5% (one-tailed). With a P-value of 0.086, this relationship did not reach the required level of significance. The standardized coefficient value for this relationship was -0.104, indicating a negative relationship direction that is not in accordance with the proposed hypothesis. Therefore, the hypothesis stating a positive relationship between clinic image and patient satisfaction was not supported. Meanwhile, clinic image showed a weaker relationship with patient satisfaction, suggesting that patients' perceptions of the clinic's image are not a major factor in determining their satisfaction. These findings indicate that clinic image, although important in building overall perceptions of service, may not be a major factor directly influencing patient satisfaction in the context of aesthetic clinics. This may reflect patients' preferences for functional aspects, such as service quality and direct interactions, over symbolic factors, such as the clinic's reputation. This finding contrasts with (Araújo et al., 2023), who found that company image can influence consumer satisfaction. The discrepancy may be attributed to differences in research context and respondent populations.

Established on the results of the analysis, the influence of social media engagement on patient satisfaction had a T-statistics value of 2.908, greater than the T-table value of 1.645 at a significance level of 5% (one-tailed). With a P-value of 0.002, this relationship was statistically significant. The standardized coefficient value of 0.143 indicated that the influence was positive and in accordance with the hypothesized direction. Therefore, the hypothesis regarding the influence of social media engagement on patient satisfaction was supported. Moreover, social media engagement exhibited a significant effect but with a lower level of importance compared to other variables. These results indicate that patient engagement through clinic social media had a significant positive effect on their satisfaction levels. Although the contribution of the clinic is relatively small compared to other factors in the research model, this relationship is still important in building a positive patient experience. Social media acts as a direct communication channel between the clinic and patients, allowing for transparent information delivery, service promotion, and more personalized interactions, which ultimately increase patients' positive perceptions of the clinic. This suggests that while the clinic's social media presence provides additional benefits, particularly in building initial relationships with potential patients, it is not as crucial as the direct patient experiences within the clinic. This finding supports research by (Hariyanti et al., 2023), which indicates that while social media plays an important role in brand awareness, its impact on satisfaction is more indirect.

According to the results of the analysis, the effect of price on patient satisfaction obtained a T-statistics value of 2.194, greater than the T-table value of 1.645 at a significance level of 5% (one-tailed). This shows that the relationship between these variables was statistically significant. The standardized coefficient value for this relationship was 0.229, meaning that the effect was positive in accordance with the hypothesized direction. Thus, it can be concluded

that this hypothesis was supported. These results indicate that patient perceptions of the price of aesthetic clinic services have a significant effect on their level of satisfaction. In other words, the better the patient's perception of the price offered, the higher the level of satisfaction felt. The coefficient of 0.229 indicates that although the effect of the price variable on patient satisfaction is not as strong as other variables in the model, this relationship still has an important contribution in explaining patient satisfaction. This finding is in line with previous studies by (Hair et al., 2019) and (Zeithaml et al., 1988), which show that prices that are perceived as fair by consumers can increase their satisfaction with the service. In the context of aesthetic clinics, competitive, transparent, and comparable prices for the quality of services provided are important factors in enhancing positive patient experiences.

CONCLUSION

Based on the analysis, the following findings were obtained: (1) Physician behavior was found to have a significant positive impact on patient satisfaction. (2) Price also showed a significant positive effect on patient satisfaction. (3) Social media engagement had a significant positive influence on patient satisfaction. (4) The clinic's image did not show a significant impact on patient satisfaction. (5) Patient satisfaction was uncovered to have a significant positive effect on the intention to recommend.

This study has several limitations that should be considered for future research. First, the data used in this study were obtained from a single aesthetic clinic brand, which may not fully represent the broader population of aesthetic clinic patients in a wider geographic area or market segment. The second limitation relates to the data analysis—the heterogeneity was reflected in the segmentation of respondents who placed different levels of importance on factors such as physician behavior and patient satisfaction. While PLS-POS analysis helped identify these segments, this study did not delve further into the characteristics of each segment. The third limitation is the lack of categorization of service types or treatments in this study. As such, future research should include a broader range of clinic brands or networks, using a more representative sampling technique to ensure that the findings can be generalized effectively, should consider using more precise purposive sampling, taking into account psychographic factors such as patient personality traits (e.g., agreeableness or extraversion), and could integrate these external variables into the research model, providing a more comprehensive understanding of the factors that influence patient satisfaction and loyalty at aesthetic clinics.

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