

CONSUMER BEHAVIOR | RESEARCH ARTICLE

The Role of 7P Marketing Mix toward Consumer Satisfaction and Loyalty of XYZ Beauty Clinic

Ade Agusti Alwinie^{1*}, Popong Nurhayati¹, Bagus Sartono²

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Author Affiliation:

¹School of Business, IPB University, SB-IPB Building, Jl. Raya Pajajaran, Bogor, West Java, Indonesia 16151

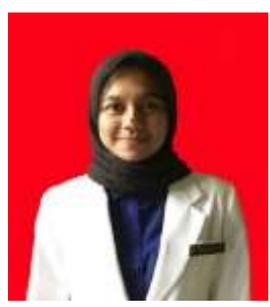
²Department of Statistics, Faculty of Mathematics and Natural Science, Jl. Meranti, IPB Dramaga Campus. Bogor, 16680, Indonesia

*Corresponding author:
aagustin@ipb.ac.id

Abstract: The XYZ Beauty Clinic has many branches throughout Indonesia, including the Metropolitan Mall (MM) Bekasi branch, which has been established since 2011. Over time, the XYZ MM Clinic has faced various challenges, such as a decrease in the frequency of customer visits. This study aims to analyze consumer perceptions, factors that affect consumer satisfaction and loyalty, and the level of satisfaction and loyalty of XYZ Beauty Clinic consumers. The study used a cross-sectional design. The sampling technique used purposive sampling involving 152 respondents who were at least 17 years old and had visited at least twice in the last year. Data were processed quantitatively using SEM-PLS, Customer Satisfaction Index (CSI), and Customer Loyalty Index (CLI) to test the hypotheses and measure the level of consumer satisfaction and loyalty. The results indicated that consumer perception with low satisfaction and low loyalty are consumers who work as entrepreneurs, consumers who earn less than 5 million a month, as well as consumers who live in Tangerang and Bogor. The marketing mix that affects consumer satisfaction includes product, promotion, process, people, and physical evidence. Customer satisfaction affects customer loyalty. The level of customer satisfaction shows satisfactory results and the level of customer loyalty shows loyal results. Based on the research results, clinics are advised to prioritize consumer groups with low perceptions of satisfaction and loyalty and focus on marketing mix factors that influence satisfaction.

Keywords: 7P marketing mix, beauty clinic, consumer loyalty, consumer perception, consumer satisfaction

JEL Classification: D11, E21, E23, E31



Ade Agusti Alwinie

ABOUT THE AUTHORS

Ade Agusti Alwinie is a student at Masters of Management and Business, School of Business IPB University. Currently she works at PT Global Medik Persada since 2021. She can be reached via aagustin@ipb.ac.id

Popong Nurhayati is a lecturer at the School of Business, IPB University, Indonesia. Her areas of specialization include strategy management, marketing management, and consumer and market analysis. Her research areas include entrepreneurship, business and marketing, consumer behavior and other areas of management. She can be reached via popongnurhayati14@gmail.com

Bagus Sartono is a lecturer at Department of Statistics, Faculty of Mathematics and Natural Science, IPB University, Indonesia. His areas of specialization include data mining and machine learning. His research areas include management, statistics, and data analyst. He can be reached via bagusco@apss.ipb.ac.id

PUBLIC INTEREST STATEMENT

XYZ Beauty Clinic is a network of beauty clinics that was established in 1999 and has been operating for approximately 23 years. It currently has 38 branches spread throughout Indonesia. one of which is located at the Bekasi Metropolitan Mall (MM). As time goes by, XYZ MM Clinic faces various challenges, such as a decrease in the frequency of customer visits. Therefore, the company's current challenge is how to maintain consumer satisfaction and loyalty so that consumers will continue to come regularly.

This study aims to analyze consumer perceptions, factors that affect consumer satisfaction, the relationship between consumer satisfaction and consumer loyalty, and the level of satisfaction and loyalty of XYZ Beauty Clinic consumers. The results of this study indicate that consumer perception with low satisfaction and low loyalty are consumers who work as entrepreneurs, consumers who earn less than 5 million a month, as well as consumers who live in Tangerang and Bogor. The marketing mix that has an effect on consumer satisfaction includes product, promotion, process, people, and physical evidence. Customer satisfaction has an effect on customer loyalty. The level of customer satisfaction shows satisfied results and the level of customer loyalty shows loyal results.



1. Introduction

The beauty industry in Indonesia has experienced significant improvement over the last few years, and data from the Ministry of Industry (2020) shows that in 2019, the local beauty industry experienced a growth of 7% and is projected to reach 9% by 2020. In addition, the beauty and personal care industry in Indonesia is expected to grow at a compound growth rate (CAGR) of 7.2% from a total of IDR 218,5 trillion (USD 15 billion) in 2020 to IDR 309.5 trillion (USD 20 billion) in 2025. The increasing beauty industry is not only seen in cosmetic products but also in the service sector, one of which is beauty clinics. An online survey conducted using the ZAP Beauty Index of 6460 Indonesian women found that 76.05% of respondents preferred to go to a beauty clinic for their beauty treatment. This makes beauty clinics an attractive business opportunity and is increasingly sought after by local and international doctors and businesspeople. This increase is not only due to the need for every individual, both women and men, to have clean skin, or the demand to display beautiful and charming skin. However, the increasing number of beauty clinics in Indonesia has created a problem, namely, the fluctuating number of returning customers. Based on the ZAP Beauty Index in 2023, consumer considerations in choosing a beauty clinic are influenced by price (74%), service (48%), choice of product or treatment (38%), location (33%), and people (19%) (Markplus. Inc., 2023).

One of the beauty clinics that has been around for a long time is XYZ Beauty Clinic. The XYZ Beauty Clinic is a network of beauty clinics that was established in 1999 and has been operating for approximately 23 years. Currently, there are 38 branches in Indonesia. In Bekasi City, the XYZ Beauty Clinic currently has three outlets, one of which is located at the Bekasi Metropolitan Mall. The XYZ Beauty Clinic Bekasi Metropolitan Mall branch has been operating for the longest time since 2011. From the data on the increase in the beauty industry mentioned above, the XYZ MM beauty clinic experienced a decrease in the number of consumer visits. According to the area manager of XYZ beauty clinic, the number of consumers who returned from 2019 until 2021 was very low; of the total 3321 active consumers, only 1356 consumers visited twice, and only 845 consumers visited three times. Therefore, we suspect a decrease in consumer satisfaction and loyalty.

XYZ MM beauty clinics must immediately make various improvements before an increasing number of consumers stop receiving treatment and are left behind by other beauty clinic brands. Satisfaction and loyalty are two factors that are a priority for the XYZ beauty clinic because skin care is an ongoing activity that is carried out for a long period. To determine how consumer satisfaction and loyalty are, a tool or parameter that can measure various aspects, one of which is the 7Ps marketing mix, which consists of price, product, place, promotion, process, people, and physical evidence. Marketing mix is one of the most widely used approaches for measuring consumer satisfaction and loyalty. In addition, the marketing mix concept is very strong and is widely used because it makes marketing activities easier to handle due to the categorization to differentiate marketing activities from other activities. Several studies have measured satisfaction through the 7P marketing mix in beauty clinics (Atmaja et al., 2020; Idris et al., 2022; Susanti, 2023). The recommendations given to the XYZ beauty clinic were formulated based on a descriptive analysis of consumer perceptions regarding satisfaction and loyalty and factors from the marketing mix that have a significant influence on satisfaction and loyalty.

Based on the introduction and the problems that have been described. This research is important for evaluating clinical performance as a whole, maintaining consumer satisfaction and loyalty, and improving clinical quality. In this study, an in-depth

evaluation was carried out with consumer perceptions, statistical calculations for hypothesis testing, and satisfaction and loyalty index testing, which has never been done in previous research. This study aims to (1) analyze consumer perceptions of customer satisfaction and loyalty at XYZ beauty clinic, (2) analyze the factors that influence consumer satisfaction at the XYZ beauty clinic, (3) analyze the influence of satisfaction on consumer loyalty at XYZ beauty clinic, (4) analyze the level of consumer satisfaction and loyalty at XYZ beauty clinics, and (5) formulate managerial implications that can be implemented by XYZ beauty clinic to increase consumer loyalty.

2. Literature Review

2.1 Marketing Mix

According to Kotler and Keller (2016), the marketing mix is defined as a set of marketing tools used by a company to achieve its marketing goals. Marketing mix strategies are essential for maintaining long-term customer relationships with customers (Othman et al., 2021). The elements in the marketing mix include product, price, place, promotion, people, physical evidence, and processes. The use of the seven elements of the marketing mix, or what is known as the marketing mix (7P), can be differentiated by the type of business. For non-service industries, it is sufficient to use the 4Ps marketing mix, namely product, price, place, and promotion), while for the service industry, other 3Ps are usually added, namely people, physical evidence, and process. Each element in the marketing mix is interconnected and related; therefore, it must be developed as a whole so that they can support each other and produce an effective marketing tool.

2.2 Consumer Satisfaction

Consumer satisfaction is an essential factor in any business industry is consumer satisfaction (Do & Vu, 2020). Consumer satisfaction is a person's feeling that arises from comparing the performance of a particular product with their expectations of that product (Wirtz & Lovelock, 2016). The feelings that arise can be in the form of anger, annoyance, neutrality, joy, and pleasure, depending on the suitability of the product's performance to consumer expectations. The feelings and hopes of individuals cannot be generalized to one person or another. Therefore, customer satisfaction values are subjective (Tjiptono, 2014).

2.3 Consumer Loyalty

Kotler and Keller (2016) mentioned that customer loyalty is a situation in which customers consistently spend a certain amount of money buying products and services from the same seller. Kethan and Basha (2022) also state that customer loyalty refers to a customer's dedication to a certain product or service. The loyalty that has grown within a customer manifests in their behavior. Tjiptono (2014) suggested a reflection on the behavior of loyal customers. Among them are regular repeat purchases, namely, making regular repeat purchases and purchases across product and service lines, namely, purchasing other product lines from the company or brand. Refers to others, namely providing a reference for other people to buy the product, and demonstrates immunity to the pull of the competition, namely showing immunity to influence from competitors or not being easily influenced by competitors' persuasion.

2.4 Consumer Perception

Schiffman and Kanuk (2015) explained that perception is the process of selecting, organizing, and translating information stimuli into an image that has a strong influence on consumers' purchasing decisions. Perception is the process through which people choose, organize, and interpret information to form a meaningful picture of the world. People can form different perceptions of the same stimuli through three perceptual processes: selective attention, selective distortion, and selective retention (Kotler & Armstrong, 2018). To put it simply, consumer perception refers to how your firm is perceived by existing and future consumers (Murugan, 2019).

2.5 Relationship between Marketing Mix and Satisfaction

Several studies have analyzed satisfaction and loyalty using the 7P marketing mix concept, and the results show that the marketing mix partially has a positive and significant effect on customer satisfaction, the marketing mix has a positive and significant effect on customer loyalty, and satisfaction has a positive and significant effect on customer loyalty. Indirect influence shows that customer satisfaction can positively and significantly mediate the influence of the marketing mix on customer loyalty (Juniardi et al., 2018). Azhar et al. (2019) show that the marketing mix has a significant positive effect on tourist satisfaction. The indirect influence shows that customer satisfaction can positively and significantly mediate the influence of the marketing mix on customer loyalty. Murprapto et al. (2019) also show that the marketing mix has a positive effect on satisfaction in the XYZ Clinic. Other studies also show that price, promotion, and place have a positive effect on consumer satisfaction (Yuliyanto, 2020; Ariyanti et al., 2022).

Novia et al. (2020) mentioned that product quality variables have a dominant influence on improving customer satisfaction at the Novia Store in Butung Makassar Wholesale Center. Research has shown by Latoki et al. (2023) that people influence consumer satisfaction when watching XX1 at Palu Grand Mall, Palu City. Research conducted by Maimunah and Suji'ah (2023), which was conducted at a restaurant in Yogyakarta, stated that process and physical evidence affect customer satisfaction. Research has Susanti (2022) also shown that physical evidence affects satisfaction. Reza et al. (2019) researched consumers of the Precious Metal Gold Boutique and found that satisfaction had a significant influence on consumer loyalty. A similar study Fahira and Djamaludin (2023) concluded that consumer satisfaction positively and significantly influences consumer loyalty to the local cosmetic product brand x among Generation Z.

3. Conceptual Framework

This study aims to determine the factors that influence consumer satisfaction and loyalty at the XYZ beauty clinic Metropolitan Mall branch, as seen from the 7P marketing mix dimensions, namely, price, product, promotion, place or location, people, process, and physical evidence. Therefore, we created a research framework to support the hypotheses and research objectives, as shown in Figure 1.



Figure 1. Conceptual framework of research influence consumer satisfaction and loyalty at the XYZ beauty clinic

Based on Figure 1, the hypotheses are as follows:

- H1: Price significantly affect the customer satisfaction
- H2: Product significantly affect the customer satisfaction
- H3: Place significantly affect the customer satisfaction
- H4: Promotion significantly affect the consumer satisfaction
- H5: The process significantly affects the customer satisfaction
- H6: People significantly affect the customer satisfaction
- H7: Physical evidence significantly affect the customer satisfaction
- H8: Consumer satisfaction significantly affect the consumer loyalty

4. Methods

4.1 Research Design

This study design used a cross-sectional study conducted at the XYZ Beauty Clinic Metropolitan Mall Bekasi branch, and data collection was conducted from October 2022 to January 2023. The Metropolitan Mall branch was chosen because it is the first and oldest branch of the XYZ beauty clinic in Bekasi City and is a branch with a moderate level of crowds between the other two branches in Bekasi City; therefore, it is necessary to carry out an analysis regarding this matter. Primary and secondary data were used in this study. Primary data were obtained by distributing questionnaires to respondents online via the XYZ beauty clinic customer service WhatsApp contact number in Google form. Secondary data included data from the XYZ Beauty Clinic Branch Metropolitan Mall (amount of membership and spending money).

4.2 Sampling

Purposive sampling is used in this study. The population comprises all consumers of the XYZ beauty clinic Metropolitan Mall branch who are registered as members in the age range of 17 years and over who have visited clinics and continue to carry out treatment procedures and purchase products at least twice in the last year. The data were then analyzed using SEM PLS, which makes it simple for researchers to establish and verify theoretical links between constructs and their observed indicators, as well as hypothetical interactions among the constructs themselves and SEM PLS used because the sample size is small. The sample size was determined using the rule of thumb from SEM. Thus, a total of 152 respondents were included in this study.

4.3 Measurement

This study consists of seven exogenous latent variables: price, product, promotion, place, people, process, and physical evidence. Another variable studied is the endogenous latent variable, namely consumer satisfaction and consumer loyalty. Apart from that, there are also indicators so that it can be seen how much influence they have on each latent variable, both the relationship between the indicator and the exogenous latent variable and the relationship between the indicator and the endogenous latent variable. The scaling technique used in this research was a Likert scale, which uses a scale of 1 to 5 where one is strongly disagree and five is strongly agree. The operational definitions and indicator variables used in this study are listed in Table 1.

Table 1. Operational definition and indicators of marketing mix, satisfaction, and loyalty

Variables	Operational definition	Indicators	Symbol	Sources
Exogenous				
Price	The amount of money spent by consumers to obtain products or care procedures	Prices are following the quality and desired results	X1	Rahardjo et al. (2019)
		Affordable prices	X2	
		Competitive prices with similar brands	X3	
Product	Everything offered to consumers includes a range of products and care measures.	There are various types of products for all skin conditions and types	X4	Rahardjo et al. (2019)
		Maintenance procedures using modern tools	X5	
		The treatment provides the desired results	X6	
Place	The place where transactions occur until consumers receive products and care	The clinic location is close to where you live	X7	Rahardjo et al. (2019)

Table 1. Operational definition and indicators of marketing mix, satisfaction, and loyalty (Continue)

Variables	Operational definition	Indicators	Symbol	Sources
Exogenous				
Place	The place where transactions occur until consumers receive products and care	The clinic location is in the center of the crowd	X8	Rahardjo et al. (2019)
		The clinic location is easy to find in the mall	X9	
		The clinic location is easy to reach by private and public vehicles	X10	
Promotion	Marketing communication media, which includes the dissemination of information and advertising to attract consumers	The use of online promotional media on social media attracts attention	X11	Devina et al. (2021)
		The use of offline promotional media (brochures and banners) attracts attention	X12	
		Giving care packages is very attractive.	X13	
Process	The flow of customer service from The moment the customer arrives, namely registration to payment	Product price discounts are very attractive	X14	Rahardjo et al. (2019)
		The overall service process is good and fast	X15	

Table 1. Operational definition and indicators of marketing mix, satisfaction, and loyalty (Continue)

Variables	Operational definition	Indicators	Symbol	Sources
Exogenous Process	The flow of customer service from the moment the customer arrives, namely registration to payment	The treatment process is painless	X16	Rahardjo et al. (2019)
		The payment process at the cashier is easy	X17	
People	Quality of human resources, including doctors, nurses, therapists, pharmacists, and cashiers	The staff is responsive in serving customers	X18	Akhiri (2019)
		The staff are friendly and polite in providing service	X19	
		The delivery of information provided by staff is clear and easy to understand	X20	
Physical evidence	The physical environment where the customer service process takes place, along with other supporting facilities	The staff are neat and attractive in uniform	X21	Rahardjo et al. (2019)
		The decoration of the clinic adds to the aesthetic effect	X22	
		Clinic facilities are complete and adequate (air conditioner, TV, music)	X23	
		The design and layout of the clinic attract interest	X24	

Table 1. Operational definition and indicators of marketing mix, satisfaction, and loyalty (Continue)

Variables	Operational definition	Indicator	Symbol	Source
Physical evidence	The physical environment where the customer service process takes place, along with other supporting facilities	The clinic atmosphere is comfortable, cool, and clean	X25	Rahardjo et al. (2019)
Endogenous				
Satisfaction	Feelings that arise from achieving consumer hopes or expectations for a product	Overall satisfaction	Y1	Rahardjo et al. (2019)
Loyalty	Feelings of satisfaction from consumers as indicated by repeat purchases, continuing to visit even though there is a price increase (retention), and recommending to others (referral)	Make a return visit or purchase Keep visiting and making purchases even if there are price changes or competitors Recommend the clinic to others	Y2 Y3 Y4	Rahardjo et al. (2019)

4.4 Data Collection

Primary data were collected using this research method. The data collection technique was distributed through online questionnaires. The questionnaire used was also structured, with answers provided, and respondents were asked to choose one answer for each question. Primary data collection was carried out using internet technology in the form of Google. Questionnaires were distributed to consumers via WhatsApp numbers in the form of broadcast messages directly to XYZ beauty clinic respondents who met the research requirements.

4.5 Analysis

This study used several analyses in the data-processing process. The analysis in question is descriptive, structural equation model analysis - partial least squares (SEM-PLS) with Smart-PLS 4.0, as well as the Customer Satisfaction Index (CSI) and Customer Loyalty Index (CLI). Descriptive analysis can explain the characteristics of respondents and consumer perception towards satisfaction and loyalty in research. SEM-PLS analysis is used to explain the relationship between the variables studied,

while CSI and CLI analyses are used to determine the level of consumer satisfaction and loyalty.

CSI is determined by calculating the weight factors by multiplying the outer loading and construct coefficient and then calculating the weight score by dividing the weight factors by the total weight factors. The CSI (%) is the total of the top two boxes (scores 4 and 5), and the weight CSI is calculated by multiplying the weight score with the CSI (%). The formula to count CLI is the same as CSI, with the additional CLI total score calculated by adding the CSI score and total endogenous and then dividing by two. Then, the consumer loyalty index was interpreted regarding the value criteria used by Rahardjo et al. (2019) in Table 2.

Table 2. Customer satisfaction index (CSI) and customer loyalty index (CLI) criteria

CSI/CLI Value	CSI Criteria	CLI Criteria
80.01 to 100.00	Very satisfied	Very loyal
60.01 to 80.00	Satisfied	Loyal
40.01 to 60.00	Neutral	Neutral
20.01 to 40.00	Unsatisfied	Disloyal
00.00 to 20.00	Very Unsatisfied	Very disloyal

5. Findings

5.1 Respondent Characteristics

The characteristics of the respondents in this study were differentiated based on gender, age, marital status, highest level of education, employment, income, domicile, frequency of visits, and visits to other clinics. From the data obtained from 152 respondents, it is known that the majority of respondents were women (82.9%), 53.9% were aged 31 to 45 years, and 58.5% were married. With a bachelor's degree as many as 44.1%, consumers who work as private employees are 31.6%, consumers who earn IDR 5 to 10 million per month 53.9%, consumers who live in Bekasi 64.5%, consumers with a frequency of visits once every 1 to 2 months 47.3% and consumers who have visited other clinics 57.2%.

5.2 Consumer Perceptions of Satisfaction and Loyalty

Consumer perception of satisfaction and loyalty was determined by calculating the average score given by each respondent to each question listed in the questionnaire. Consumer perception is carried out to analyze each group of respondents regarding the research variables tested, especially the satisfaction and loyalty variables, to help formulate appropriate and targeted managerial implications. After categorization, an analysis was carried out on priority consumer groups, namely consumer groups with low satisfaction and low loyalty, consumer groups with medium satisfaction and low loyalty, and consumer groups with high satisfaction and low loyalty. Consumer groups with low satisfaction and loyalty scores include consumers who work as entrepreneurs, consumers who have incomes below IDR 5 million per month, and consumers who live in Bogor and Tangerang.

The next group of consumers that clinical management should pay attention to is the group of consumers who have moderate satisfaction scores and low loyalty, including male consumers, consumers aged 17 to 23 years and 24 to 30 years, unmarried consumers, consumers with a bachelor's educational background, consumers who work as private employees, consumers who live in Bekasi and Depok, and consumers who visit once every one to two months. The final group of consumers also needs to pay

attention to consumers with a high perception of satisfaction but who still have low loyalty. Consumer groups in this category include those who have been married and those who have visited other beauty clinics. This group of consumers may often try to receive treatment at other clinics, which can cause their loyalty to be low, even though satisfaction is already high.

5.3 Validity and Reliability Test

Validity and Reliability tests in this research were performed using Smart-PLS 4.0. The measurements consisted of a convergent validity test, a discriminant validity test, and a reliability test. According to Hair et al. (2019), a research indicator passes the convergent validity test stage if the loading factor is ≥ 0.50 , the Average Variance Extracted (AVE) value is ≥ 0.50 , the discriminant validity test if the cross-loading value for each indicator of each latent variable is greater than the value of the other latent variables and has a value > 0.70 , and the reliability test stage if the Cronbach's alpha value is ≥ 0.60 , and the composite reliability value is ≥ 0.70 . The results of the tests are listed in Table 3.

Table 3. Validity and reliability test results using Partial Least squares (SEM -PLS)

Variables	Indicators	Outer loading	Cronbach alpha	CR	AVE
Price	X1	0.920	0.893	0.901	0.823
	X2	0.903			
	X3	0.899			
Product	X4	0.954	0.942	0.942	0.896
	X5	0.953			
	X6	0.932			
Place	X7	0.934	0.901	0.919	0.771
	X8	0.848			
	X9	0.896			
	X10	0.829			
Promotion	X11	0.949	0.939	0.940	0.845
	X12	0.911			
	X13	0.925			
	X14	0.891			
Process	X15	0.933	0.923	0.924	0.867
	X16	0.922			
	X17	0.938			
People	X18	0.956	0.967	0.967	0.911
	X19	0.967			
	X20	0.940			
Physical evidence	X21	0.953	0.964	0.965	0.903
	X22	0.949			
	X23	0.936			
Loyalty	X24	0.965	0.936	0.870	0.925
	Y2	0.951			
	Y3	0.899			
	Y4	0.947			

Table 3 presents the results of validity and reliability tests. The convergent validity of all indicators shows a loading factor value ≥ 0.7 and an Average Variance Extracted (AVE) value ≥ 0.50 , so that all variables can be declared valid. The results of discriminant validity testing show that the cross-loading value of each indicator variable ≥ 0.7 , which is greater than the other cross-loading values on one construct; thus, it can be concluded that there are no discriminant validity problems. The reliability test results show a Composite Reliability (CR) value ≥ 0.7 , and Cronbach's alpha ≥ 0.6 for all variables, so it can be concluded that all variables used are reliable.

5.4 Goodness of Fit (GoF) Test

According to Hair et al. (2019), a model can be said to have a good level of suitability for the data being tested if most of the goodness-of-fit criteria or parameters show fit results. The goodness of fit test in partial least squares SEM (PLS-SEM) shows fewer parameters than covariance-based SEM (CB SEM). Table 4 shows that the value of the SRMR parameter is 0.061, which is above 0.08; thus, it can be said to be a good fit. Meanwhile, for the NFI parameter, the value obtained was 0.080, which is above 0.080, so it can be said to be a good fit. The results of the overall model fit test showed a good fit.

Table 4. The goodness of fit test result using Partial Least squares (SEM -PLS)

Parameters	Value	Criteria	Results
Standardized root mean square (SRMR)	0.061	> 0.08	Good fit
Normed fit index (NFI)	0.081	0.08 < NFI < 0.09	Good fit

5.5 Significance and Hypothesis Test

Figure 2 shows that the next test carried out by the researcher was a significance and hypothesis test, namely, testing the contribution between the indicator and the latent variable as well as the influence between the latent variables. This study was carried out using one-tailed testing with a significance level of 5% or 0.05. The level of significance of an indicator can be seen from how much it contributes to the latent variable as well as the significance of a latent variable to the latent variable, which is declared to have a significant effect if it has a $|t\text{-value}| > t\text{-table}$ (1.645). If the t-test value of an indicator or variable is higher than 1.645, the indicator or variable is said to have good validity against other latent variables.

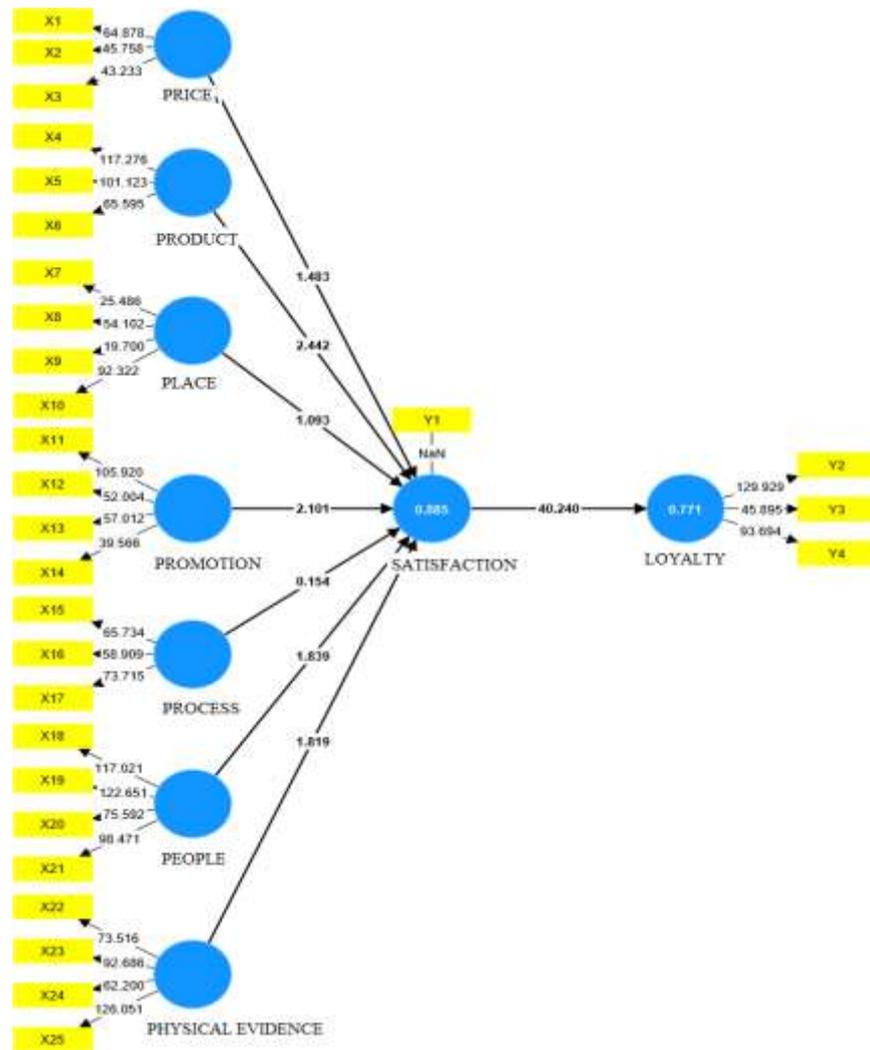


Figure 2. Path diagram of t-test results on the SEM model

After conducting a significance test on each latent variable and other latent variables, the SEM analysis results were obtained to answer the eight hypotheses in this study by examining the path coefficients in Figure 2. Based on Table 5, factors that affect satisfaction are products, promotions, people, and physical evidence, where the t-test value is above 1.645 and the p-value is below 0.05, which means Hypothesis 2 (H2), Hypothesis 4 (H4), Hypothesis 6 (H6), and Hypothesis 8 (H8) in this research are accepted.

Table 5. Hypothesis research testing results

Paths	T statistics (O/STDEV)	P-values	Conclusion
Price → Satisfaction	1.483	0.069	Insignificant
Product → Satisfaction	2.442	0.007*	Significant
Place → Satisfaction	1.093	0.137	Insignificant
Promotion → Satisfaction	2.101	0.018*	Significant
Process → Satisfaction	0.154	0.439	Insignificant
People → Satisfaction	1.839	0.033*	Significant
Physical evidence → Satisfaction	1.819	0.034*	Significant
Satisfaction → Loyalty	40.24	0.000**	Significant

*significant <0.05; **significant <0.001

The table also shows that satisfaction affects consumer loyalty with a t-test value of 40.24, which is above 1.645, and a p-value of 0.000, which is above 0.05, indicating that Hypothesis 8 (H8) is accepted. Meanwhile, price, place, and process have no effect on consumer satisfaction, so Hypotheses 1 (H1), 3 (H3), and 5 (H5) are rejected. Based on the t-test value, the product variable provides the highest value; therefore, it must be the main concern in formulating managerial implications.

5.6 Customer Satisfaction Index (CSI)

Table 6 shows that the customer satisfaction index is a number that management believes can explain the extent to which the company has taken action to satisfy its customers. CSI must be tested to evaluate clinic management and to see how far management has made efforts to satisfy its consumers.

Table 6. The result of customer satisfaction index (CSI)

Indicators	Outer loading	Construct coefficient	Weight factors	Weight score	CSI (%)	Weight CSI
Price						
X1	0.920	0.134	0.123	0.029	68.421	1.998
X2	0.903	0.134	0.121	0.029	45.395	1.300
X3	0.899	0.134	0.121	0.029	60.526	1.728
Product						
X4	0.954	0.263	0.251	0.059	72.368	4.300
X5	0.953	0.263	0.251	0.059	76.316	4.529
X6	0.932	0.263	0.245	0.058	63.816	3.706
Place						
X7	0.934	0.081	0.076	0.018	58.553	1.049
X8	0.848	0.081	0.069	0.016	72.368	1.178
X9	0.896	0.081	0.073	0.017	58.553	1.007
X10	0.829	0.081	0.067	0.016	73.026	1.162
Promotion						
X11	0.949	0.203	0.193	0.046	65.132	2.972
X12	0.911	0.203	0.185	0.044	61.842	2.708
X13	0.925	0.203	0.188	0.044	61.184	2.720
X14	0.891	0.203	0.181	0.043	59.211	2.538
Process						
X15	0.933	0.019	0.018	0.004	66.447	0.279
X16	0.922	0.019	0.018	0.004	61.842	0.257
X17	0.938	0.019	0.018	0.004	69.079	0.291
People						
X18	0.956	0.313	0.299	0.071	67.105	4.758
X19	0.967	0.313	0.303	0.072	71.711	5.143
X20	0.940	0.313	0.294	0.070	69.079	4.814
X21	0.953	0.313	0.298	0.071	76.974	5.438
Physical evidence						
X22	0.951	0.219	0.208	0.049	73.026	3.603
X23	0.949	0.219	0.208	0.049	71.711	3.530
X24	0.936	0.219	0.205	0.049	72.368	3.515
X25	0.965	0.219	0.211	0.050	74.342	3.721
CSI Total Score						68.244

Customer satisfaction can be measured by weighting (weighted CSI) each constituent attribute. Based on Table 6, the overall Consumer Satisfaction Index (CSI) value of XYZ MM Clinic was 68.244. This value is in the range of 60.0 to 80.0, which is included

in the "satisfied" category. This shows that most consumers are satisfied with the performance of the XYZ Clinic.

5.7 Customer Loyalty Index (CLI)

The last test in this study was to test the loyalty index of XYZ MM Clinic consumers, because even though the CSI value has been obtained in the "satisfied" category, it is not certain that the CLI value is also in the same category, so the XYZ Clinic must also pay attention to this. The Customer Loyalty Index is measured using a weighting technique (weighted CLI) for each attribute that makes up loyalty (Table 7).

Table 7. The result of customer loyalty index (CLI)

Indicators	Weight factor	Weight score	CLI (%)	Weight CLI
Y2	0.951	0.340	63.158	21.474
Y3	0.899	0.321	44.737	14.379
Y4	0.947	0.339	62.500	21.161
Total endogenous				57.014
CLI total score				62.629

Based on Table 7, the CLI result is 62.629; this result is in the range of 60.0 to 80.0 and is categorized as loyal. The three indicators of loyalty, the indicators of repurchase (repeat order) and recommendation to the closest person (recommendation) have almost the same value, namely 63.15% and 62.50%, respectively, while the indicator of a return visit despite a price increase (retention) has the lowest CLI value of 44.73%.

6. Discussion

6.1 The Effect of Price on Satisfaction

Price and consumer satisfaction have no effect. Therefore, H1 is rejected in the results of this study. This indicates that high or low prices of products and treatments at Clinic XYZ do not significantly affect consumer satisfaction. This result is supported by previous studies by Kurniawati et al. (2019); Pebriantika et al. (2022) Pratiwi et al. (2021). Price is a very personal thing, so it can provide different perceptions to each consumer. According to the clinic manager, most consumers belong to the middle and upper middle classes, so price is not a big issue as long as they get the results they want. Nevertheless, management must pay attention because price is a key factor in market competition, as competitors may provide lower prices while maintaining or even improving their quality (Kumar et al., 2023)

6.2 The Effect of Product on Satisfaction

Products affect consumer satisfaction, and Hypothesis 2 (H2) is accepted. This indicates that the quality of products and treatments that provide results according to consumer desires at Clinic XYZ affects consumer satisfaction. These results are following the research conducted by Pratiwi and Soliha (2023) and Maulina (2021). The product is the marketing mix with the highest influence on satisfaction, especially on product variety indicators. This is because the product has a direct impact on consumer care results. Every consumer has different skin types and problems. Therefore, it is important to have various types of products and treatments based on consumer needs. The quality, design, functionality, and overall brand reputation of a

product determine its value. Several factors, such as price and benefits, might influence consumers' judgment of the quality of in-demand commodities (Jahmani et al., 2023).

6.3 The Effect of Place on Satisfaction

Place does not affect consumer satisfaction, and Hypothesis 3 (H3) is rejected. This indicates that the location of Clinic XYZ did not affect customer satisfaction. These results follow the research conducted by Jaya et al. (2021); Hermawan et al. (2021); Anwar and Vitaharsa (2022) which stated that place does not affect consumer satisfaction. Many beauty clinics compete to find strategic places for their business locations, but if consumers feel that they are suitable for the products or services offered, then location is not an issue. The domicile of XYZ MM Clinic consumers is not only in the city of Bekasi, but many consumers who live outside Bekasi also visit once every one to two months, which means that the consumer visits regularly. This is because skin care is personal in nature, and if a product or treatment is suitable for one consumer, it may not be suitable for another consumer. Thus, if a match is felt, the clinic location is visited by the consumer.

6.4 The Effect of Promotion on Satisfaction

Promotion affects consumer satisfaction, and Hypothesis 4 (H4) is accepted. This indicates that promotions regularly affect consumer satisfaction. This result follows the research conducted by Atmaja et al. (2020), Wahyudhi et al. (2021) Susanti (2023) which states that promotion affects consumer satisfaction. Promotion is one of the most common marketing activities carried out by all types of businesses, including beauty clinics. Attractive promotions can easily attract consumer attention and can cause consumers to enjoy the promo, thereby increasing the frequency of consumer visits. Promotion needs to be conducted regularly because no matter how good a product is, if consumers have never seen or heard of it before and are not sure the product will be useful to them, then they will not buy it (Prianggoro & Sitio, 2020)

6.5 The Effect of Process on Satisfaction

The process does not affect consumer satisfaction, and Hypothesis 5 (H3) is rejected. This indicates that the service flow process at Clinic XYZ does not significantly affect customer satisfaction. These results are following the research conducted by Hijriah et al. (2020) and Wahyudhi et al. (2021). In general, all customer service processes occur at each clinic. The process of beauty clinics starts with the reservation process, data collection, consultation, treatment, product education, and payment processes. Most respondents were already familiar with the service system and actions in a company beauty clinic. Thus, the respondents do not pay much attention to the process and flow of services at the XYZ Clinic during their visits as long as they obtain results that meet their expectations.

6.6 The Effect of People on Satisfaction

People affect consumer satisfaction, and Hypothesis 6 (H6) is accepted. This indicates that good-quality clinic staff will affect customer satisfaction. These results are under the research conducted by Atmaja et al. (2020); Mahyardiani et al. (2020) and Susanti (2023). In the service sector, people are the first elements that can be assessed by consumers and play a very important role because all treatment actions and product recommendations are carried out by nurses or doctors. Therefore, if a nurse or doctor makes a mistake, it will provide less-than-optimal treatment results and reduce

consumer satisfaction. Therefore, it is important to focus on this aspect (Mahyardiani et al., 2020).

6.7 The Effect of Physical Evidence on Satisfaction

Physical evidence affects consumer satisfaction, and Hypothesis 7 (H7) is accepted. This finding indicates that interesting and relevant physical evidence affects consumer satisfaction. These results are under research conducted by Aini et al. (2021) Atmaja et al. (2020) and Susanti (2023). Physical evidence is an absolute element that reflects the capability of service delivery (Abbas et al., 2020). As previously indicated, consumers struggle to determine the quality of intangible services, so they consider the service environment as a significant alternative to quality (Shokrani et al., 2019). Physical evidence is seen not only from the overall atmosphere and facilities of the clinic, but also from small things such as wall displays, menu books, table decorations, chair arrangements, and many more. Physical evidence can also add to the comfort of the clinic to increase consumers' sense of comfort when visiting (Aini et al., 2021).

6.8 The Effect of Satisfaction on Consumer Loyalty

There is an effect on satisfaction and consumer loyalty, and thus Hypothesis 8 (H8) is accepted. This finding indicates that high satisfaction influences the level of consumer loyalty. These results are following research conducted by Juniardi et al. (2018); Fitriani et al. (2019); Zhu et al. (2023); and Aburayya et al. (2020) demonstrated satisfaction affects consumer loyalty. Consumers who feel satisfied will be encouraged to make repeat purchases or visits, be resistant to prices, or make recommendations to relatives, which are indicators of loyalty variable (Fitriani et al., 2019). Clinicians must prioritize customer satisfaction and loyalty to ensure success and excellence (Diputra & Yasa, 2021).

6.9 Managerial Implications

Managerial implications are based on consumer perception results and the factors that influence satisfaction. The implications are ordered from the factors that have the greatest influence and are based on the results of consumer perception assessments. Managerial implications are also formulated based on indicators that have a significant influence on each of these variables. For product variables, the indicators that have the greatest influence on satisfaction are product diversity, type of care, and service; therefore, several managerial implications can be formulated, such as providing online consultation services. Online consultation services are provided to consumers living outside Bekasi. Furthermore, Clinics can provide simple non-medical procedures with fewer steps and more affordable prices, such as pore cleaning, which can be done anytime, anyone, and is safe for all skin types.

For the promotion variable, the indicator that had the most influence on satisfaction was promotion via online media. Therefore, clinics should create an Instagram account and post promotions. Currently, the XYZ MM Clinic does not have its own social media. Therefore, it is highly recommended that the clinic create a separate account so that it can interact more freely with consumers and regularly post promotions and activities that the clinic is carrying out. For the people variable, the indicator that had the most influence on satisfaction was friendly and polite staff. Therefore, the XYZ MM Clinic team must always implement politeness from the moment the consumer arrives, until the consumer completes the transaction. Finally, physical evidence is the indicator that has the most influence on satisfaction is a comfortable, clean, and cozy room. Therefore, clinic management and staff must

ensure that the clinic is always in a neat and clean condition. Nurses and therapists always clean the treatment area and equipment immediately after serving one customer so that when the next customer arrives, the condition is neat and the equipment is clean.

6.10 Theoretical Contribution

This study provides an in-depth understanding of the various crucial factors that can increase consumer satisfaction and loyalty. This research focuses on analyzing consumer satisfaction and loyalty so that it is not only seen from the hypothesis results but also from consumer perceptions of satisfaction and loyalty. Consumer Satisfaction Index (CSI) and Consumer Loyalty Index (CLI) analyses are also used to measure how much performance the clinic has made in forming customer satisfaction and loyalty. The results of this analysis are then used to develop managerial implications so that a strategy that is right on the target is obtained.

6.11 Limitations

This study has limitations in that it was conducted only with respondents who were already members. This study also does not focus on service quality, which plays an important role in the service industry.

7. Conclusion

The following conclusions were drawn: First, consumer perceptions of satisfaction and loyalty were divided into three groups: consumers with low satisfaction and low loyalty, including self-employed consumers, consumers with income < IDR 5,000,000/month, and consumers domiciled in Bogor and Tangerang. Furthermore, consumer groups with moderate satisfaction and low loyalty include male consumers aged 17 to 23 years, aged 24 to 30 years, consumers who are not married, have a bachelor's degree, work as private employees, live in Bekasi and Depok, and visit once every 1 to 2 months. Consumers who have high satisfaction but low loyalty include those who have been married and have been to other beauty clinics.

Second, factors from the marketing mix that influence the level of consumer satisfaction at the XYZ MM Clinic are products, promotions, people, and physical evidence. Meanwhile, the factors that did not influence customer satisfaction at XYZ MM Bekasi Clinic were price, place, and process. Third, consumer satisfaction influences consumer loyalty at the XYZ MM Beauty Clinic. Fourth, the level of customer satisfaction at the XYZ MM Clinic is in the "satisfied" category, with a CSI value of 68.244. Meanwhile, the loyalty level of XYZ Clinic consumers is in the "loyal" category, with a CLI value of 62.628. Fifth, implications for increasing consumer satisfaction and loyalty at the XYZ beauty clinic include providing online consultation services, providing simple non-medical procedures, creating an Instagram account, improving politeness and friendliness, and ensuring that the clinic is always in a neat and clean condition.

8. Recommendation

Suggestions for further research are to examine the service quality of XYZ MM clinics. This research was only carried out at the XYZ Clinic Metropolitan Mall Bekasi Branch, so that research could also be carried out in other branches and regions that also experienced the same problem, such as a decrease in the number of consumers.

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