Procedure and Person Quality Analysis for Customers of Beauty Clinics in Indonesia

Yolanda Soedibyo & Ronald

Abstract

Indonesia's beauty sector is expanding year after year. In fact, a Euromonitor analysis projects that Indonesia's market for cosmetics and personal care items will grow to over IDR 120 trillion by 2022. This study aims to better understand what factors are important for consumers in choosing a beauty clinic where in this study in choosing miracle beauty clinic. Quantitative research was developed using regression analysis with a total of 105 respondents from miracle beauty clinic consumers for a research model consisting of 5 hypotheses. The results of the study explain that of the 5 hypotheses proposed all have a significant effect, and overall service quality is influenced most by Infrastructure Quality and Personnel Quality than other independent variables. So that the main implication that needs to be considered by miracle beauty clinic is to focus more on infrastructure quality in the form of building facilities and machines that must always be updated. This research needs to be done so that the long-term strategy of the beauty clinic can be in accordance with consumer needs.

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Introduction

According to data from the Central Statistics Agency (BPS), the average annual income of Indonesians is IDR 56 million, or US$ 3,927 (Regenesis.co.id), and the beauty clinic industry is continuing to expand favorably as a result. According to the World Bank classification, Indonesia falls into the upper middle-income category with this per capita income. The pattern of public spending has changed as a result of the rise in the average income of Indonesians; now, rather than prioritizing leisure or experiences, Indonesians are spending the majority of their money on experiences rather than on shopping for necessities. In this case the beauty business benefits from the growth in national income by shifting the spending styles of the Indonesian people.

Perkiraan Pendapatan Produk Perawatan Diri dan Kecantikan di Indonesia (2014-2027)

Figure 1. Estimated Revenue of Personal Care and Beauty Products in Indonesia
Source: https://databoks.katadata.co.id

According to the Statista analysis, the Beauty & Personal Care market will generate US$7.23 billion or Rp. 111.83 trillion in sales in 2022 (at an exchange rate of Rp. 15,467.5 to 1 dollar). The market is anticipated to expand by 5.81% yearly (CAGR, or growth rate yearly, from 2022 to 2027). The personal care segment, with a market volume of US$3.18 billion in 2022, is the largest market segment. Skin Care came in second with US$2.05 billion, followed by cosmetics ($1.61 billion) and perfumes ($39 million). In terms of population, Indonesia will create US$25.90 in revenue from the personal care and cosmetics market in 2022. In the Beauty & Personal Care market, online sales will account for 15.8% of total revenue by 2022 (https://databoks.katadata.co.id). Based on survey data from Sirclo and the Katadata Insight Center (KIC) in 2021, there has been a change in the product categories that customers find most appealing when buying online. During the Covid-19 epidemic, the percentage of transactions for health and beauty products rose to 40.1%. When compared to 2019, when it was only 29.1%, this value has increased. increased sales of cosmetics and health items outside of the fast-moving consumer goods (FMCG) market. Only a small increase in FMCG transactions, from 30.5% in 2019 to 31.2% in 2020–2021, was observed. The fact that individuals are spending more time at home is the reason for the large volume of transactions for FMCG and health and beauty items. Additionally, as a result of the Covid-19 outbreak, individuals are becoming more concerned with their health (https://databoks.katadata.co.id). Dr. Lanny Junarti and Dr. Jopy Wikana made their ambition of establishing and running a clinic to address issues with skin and cosmetic health come true. The first Miracle was erected on Jalan Bengawan No. 39 in Surabaya on July 25, 1996. To meet the problem at hand—educating Balinese people about the value of skincare—Miracle took the risky step of opening a second location in Denpasar, Bali, in 2000. Not just in Java and Bali, Miracle launched its third location

in the city of Balikpapan in 2001, just a year after the Denpasar branch. When Miracle arrived in Balikpapan at the time, the locals welcomed him with open arms. Miracle was conscious of the emergence of the urban lifestyle at the time, where many people spent their free time in malls, after building branches in Denpasar and Balikpapan. Then, in 2002, Miracle opened a branch at Surabaya's iconic mall Tunjungan Plaza, pioneering the idea of a "beauty clinic at the mall." Additionally, Miracle, which was formerly located on Jl. Bengawan 39 in Surabaya, relocated to Jl. Thamrin 40 in order to offer clients more pleasant facilities. Liliani M. convinced herself to desire to create a new branch based on Miracle Denpasar's client loyalty & happiness. In 2003, the Miracle Kuta branch finally opened. Miracle's vision is to become a trusted aesthetic clinic in the field of facial contouring (www.miracle-clinic.com).

Indonesia's beauty sector is expanding year after year. In fact, a Euromonitor analysis projects that Indonesia's market for cosmetics and personal care items will grow to over IDR 120 trillion by 2022 (suara.com). Due to this circumstance, the beauty sector has seen an increase in business people competing to be the best. Therefore, do not be shocked if the beauty sector keeps evolving, from products to services. As a result, Dr. Lanny Junarti continues to teach her beauty consultants so they may give consumers the finest service possible in addition to continuing to improve the quality of her products. Miracle has confirmed their place in the cosmetics sector as it enters its 23rd year in Indonesia. Specifically, a facial care center that uses a comprehensive and less intrusive approach. According to Lanny, the Miracle Beauty Cliniic therapy will help the patient become their best selves rather than changing them into someone else. The specialists at Miracle follow a comprehensive strategy that combines creative sensibility with medical science as their fundamental rulebook to deliver cosmetic outcomes that are secure, dependable, and long-lasting. This all-encompassing strategy diverges from the 23 years of industry experience Miracle has amassed. Miracle discovered that many patients struggled to restrain their desires while undergoing treatment. Patients' outcomes may be inflated if doctors just comply with their requests without taking other factors into account. The patient's face has changed from what it looked like naturally (Marketers.com).

Based on the foregoing description, this study will discuss the factors that affect the satisfaction of Miracle Beauty Clinic in Surabaya. The Miracle Beauty Clinic in Surabaya will be evaluated to see if procedural quality, infrastructural quality, interactional quality, and personnel quality have a positive impact on the Overall Perceived Service Quality of the facility. Any factors that have an impact on client satisfaction will also be noted.

LITERATURE REVIEW
Procedural Quality
Patients evaluate the level of service provided based on the administrative steps taken to deliver health care services (Swain & Kar, 2018). This is known as procedural quality. According to Davies (1991), procedural is an achievement that is created in accordance with specific protocols. In order to improve patient output in health care, procedures are crucial (Anderson et al., 2018). If process quality is carried out correctly, several accomplishments will take place (Pangemanan, 2021). According to Yuliastusi et al. (2018), procedural quality is crucial while establishing standard operating procedures in services.
H_1: Procedural Quality has significant influence toward Overall Perceived Service Quality.

Infrastructure Quality
According to Kodoatie (2005), infrastructure serves as a link between the environmental system and the socioeconomic support system. Infrastructure, according to Wicaksono (2019),

covers both large- and small-scale frameworks' physical systems and structures. Infrastructure refers to the physical setting of a service, which must be both appealing and hygienic (Wardani, 2013). Facilities, in addition to the physical environment, are a component of infrastructure, according to Irbantoro et al. (2015). The social context can have an effect on infrastructure quality, which in turn can affect service providers' financial situation (Misra, 2015). According to Goosen (2018), infrastructure quality is necessary for executing conformity assessment and standards.

H₂: Infrastructure Quality has significant influence toward Overall Perceived Service Quality.

Interactional Quality

Interaction is a process that emerges from a variety of relationships, including those between humans and computers, communication, sociolinguistics, firm performance, physics, human information behavior, branding, and consumer culture theory (Abrahamsen, 2016; Blumer, 2012; Bourdieu & Wacquant, 1992; Jensen, 1998; Rafaeli, 1988; Spencer-Oatey, 2000; Wagner, 1994; West & Turner, 2010). According to Abrahamsen (2016), interaction is a process in which everything is connected. The communication between clients and service providers is known as interactional quality (Thuy et al., 2019). According to Albrecht, et al. (2016), interactions between staff and customers can have an impact on consumer behavior, and the offender may or may not be aware of their actions at the time (Tedjo, 2021). Consumer views are largely communicated through interactional quality (Wu et al., 2019).

H₃: Interactional Quality has significant influence toward Overall Perceived Service Quality.

Personnel Quality

All employees, medical and non-medical, are measured for their level of personnel quality (Wardani, 2013). Personnel quality refers to a person's abilities to develop personal attributes that are advantageous to a large number of individuals (Murdoko, 2006). According to Tedjo (2021), performance, attitude, and competency will all affect an employee's quality. Meanwhile, personality, leadership, aptitude, and integrity of an individual are significant factors in personnel quality, according to Pangemanan (2021). According to Dahlstrom et al. (2018), service output quality is closely correlated with personnel quality. Patients will anticipate promptness, friendliness, and skill in service delivery from all staff members (Wardani, 2013). Patients' opinions of healthcare facilities can be improved by having courteous and friendly employees (Tawil et al, 2017).

H₄: Personnel Quality has significant influence toward Overall Perceived Service Quality.

Overall Perceived Serviced Quality

According to Sudjianto and Japarianto (2017), the degree of discrepancy between consumer expectations and overall perceptions is the measure of overall perceived service quality. According to Suryani et al. (2018), assessing a product's or service's quality leads to an assessment of the perceived service quality. In the fiercely competitive corporate world of today, service quality is crucial for survival (Dewi, 2019). According to Tandijaya (2018), service quality is a comparison between what consumers expect and what they really get. In 1985, Pasuraman et al. established the SERVQUAL scale, which measures the perceived quality of services across 5 (five) dimensions: tangibles, reliability, responsiveness, assurance, and empathy.

H₄: Overall Perceived Service Quality has significant influence toward Satisfaction.

Satisfaction

Because maintaining patient satisfaction is the main objective of providing health services, it is a crucial factor (Puspitasari, 2018). After utilizing the services, patient satisfaction is the result

of the interplay between expectations and experiences (Ibrahim et al., 2018). According to Andriani & Febrianta (2002), a patient's response to whether their expectations were met before and after obtaining a service is known as their level of satisfaction. According to Nurmawati & Pramesti (2021), evaluating how well healthcare services execute in comparison to patients' expectations leads to increased patient satisfaction. Patient satisfaction can be attained if the services provided actually meet the patient's expectations (Arnaya & Niryana, 2021). One of the most important factors in keeping patients is their contentment. If the customer is happy, they will keep using the service; but, if they are not, they will tell others about their negative experience (Anisza, 2012). Every person's level of satisfaction is unique since it reflects their level of feelings, which vary depending on their perception, upbringing, and experiences (Kartika, 2018).

RESEARCH METHOD
The users of the Miracle Beauty Clinic in Surabaya are the study's population, and this research uses a quantitative technique. Non-probability sampling is the sampling method used, and a questionnaire serves as the main instrument for data collection. The individuals who will help distribute and complete questionnaires will be chosen using the "snowball sampling" technique. Snowball sampling was carried out by distributing questionnaires to visitors to the miracle clinic directly and asking for information on relationship data who were also consumers of the miracle clinic. The distribution of questionnaires was carried out for approximately 2 months with the help of surveyors and obtained a total of 105 respondents who fit the specified characteristics. The research methodology is presented below:
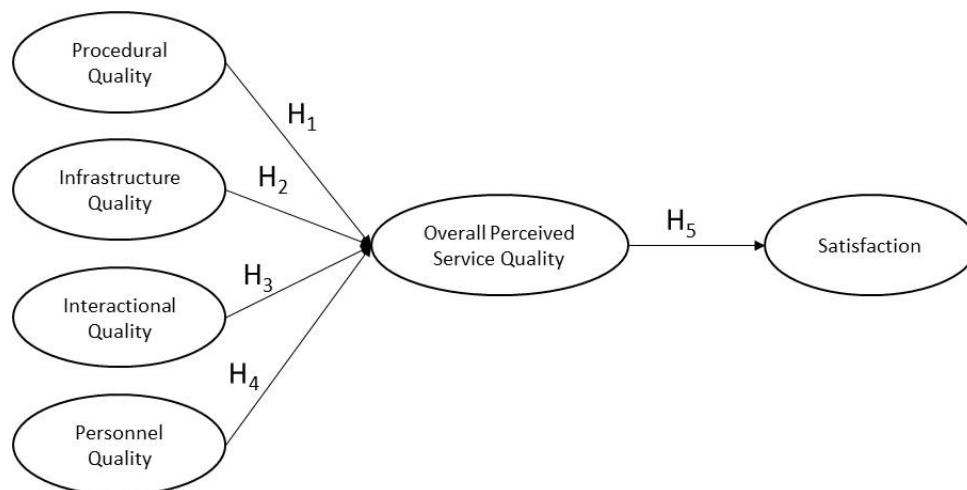

Figure 2: Research Model

The size of the sample is decided based on statistical calculations to ensure an accurate representation, and samples are often picked at random to ensure that they are representative of the wider population. It is crucial to remember that if the sample is not accurately representative of the population, sampling techniques may add biases to the results. For instance, if a researcher only chooses volunteers from a particular social class or geographic area, the findings might not fairly represent the entire community. For this study, non-probability sampling was employed as the sampling technique. The snowball sampling method was used, which allowed the author to choose respondents who would complete the questionnaire in order to collect data. The characteristics of the respondents in this study are as follows:
1. Male and female
2. Aged 18-60 years
3. Made at least one transaction at Miracle Beauty Clinic in the past year

4. Reside in Surabaya

In analyzing the data, the SPSS 22.0 software package's simple regression and multiple linear regression data processing models were used. The study's model and hypothesis were first examined using a simple regression technique, which allowed researchers to test the direct effects of the intervening variable on the dependent variable, as well as the direct effects of the intervening variable on the dependent variable that was created from multiple indicators.

Second, multiple regression approaches were used to assess the individual effects of each independent variable on the dependent variable, which was made up of multiple indicators, as well as the combined influence of the independent and dependent variables. Before data processing, validity and reliability checks, as well as conventional assumption tests, were carried out. The validity testing approach utilized in this study is bivariate Pearson (Pearson Product Moment Correlation). A bivariate Pearson analysis compares each item's score with the total score. The data is considered valid if the rcount exceeds rtable and has a positive value (Sunyoto, 2011). According to Hair et al. (2006), a reliability test examines the consistency of different measurements of a variable. The dependability of a notion in research can be evaluated in various ways, such as Cronbach's alpha. The lowest Cronbach's alpha value, according to Hair et al. (2006), is 0.6.

Result and Discussion
Result
Multiple regression was used in this study to examine the correlations between variables. SPSS 22.0 was the statistical analysis tool utilized to approach the problem formulation. Upon receiving the completed questionnaires, a descriptive statistical analysis was conducted. Figure 4 illustrates that the respondents who completed the questionnaires were primarily female, as women in Indonesia like to have healthy faces and look beautiful. The survey participants were customers of Miracle Beauty Clinic who resided in the Surabaya region and had used the service. The data processing of all questionnaires utilized responses from 105 respondents. The results indicate that the responses are visible.
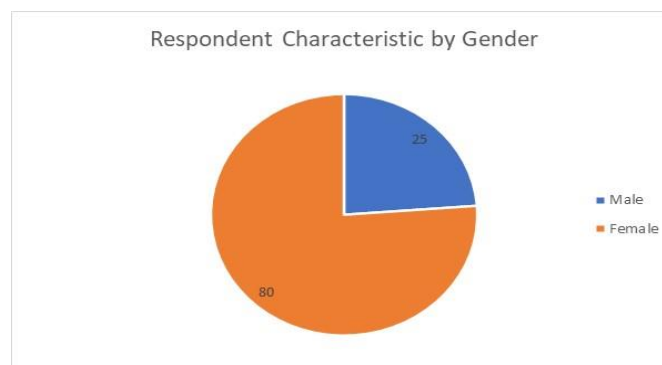

Figure 4. Respondent Characteristic by Gender
Source: Researcher, 2023

The findings in Figure 5 reveal that respondents are predominantly aged between 18 and 35 years, with 71 respondents falling within this age bracket, followed by 26 respondents in the 36-50 age group, and 8 respondents in the 51-60 age group. This suggests that the majority of responders belong to the age segments of Generation Y and Z.
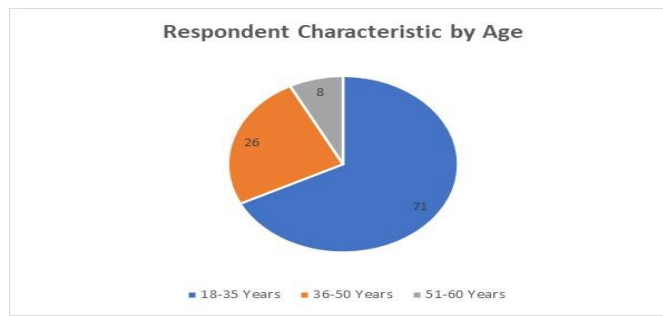
Figure 5. Respondent Characteristic by Age
Source: Researcher, 2023

Validity Test
Table 1 is a data validity that indicates that all indicators used to measure each variable are valid, as each item's factor loading value is greater than the critical value of 0.160.

Table 1: Validity Test

Ind	FL	Ind	FL	Ind	FL	Ind	FL	Ind	FL	Ind	FL
Procedural Quality		**Infrastructure Quality**		**Interactional Quality**		**Personnel Quality**		**Overall Perceived Service Quality**		**Satisfaction**	
PRQ1	.622	IFQ1	.754	ITQ1	.642	PSQ1	.723	OPQ1	.723	ST1	.617
PRQ2	.747	IFQ2	.732	ITQ2	.754	PSQ2	.574	OPQ2	.741	ST2	.734
PRQ3	.612	IFQ3	.612	ITQ3	.514	PSQ3	.672	OPQ3	.647	ST3	.654
PRQ4	.544										
PRQ5	.565										
PRQ6	.614										

Source: Researcher, 2023

Reliability Test
The reliability test's outcomes are as follows.:

Table 2: Reliability Test

Variable	Cronbach's Alpha Based on Standardized Items
Procedural Quality	.751
Infrastructure Quality	.812
Interactional Quality	.731
Personnel Quality	.754
Overall Perceived Service Quality	.864
Satisfaction	.748

Source: Researcher, 2023

As shown in Table 2, all of the Cronbach alpha regression values in this study are higher than 0.60. This indicates that the statements used to create these variables are consistent and dependable and can be used for additional analysis.

Results of Multiple Regression (Procedural Quality, Infrastructure Quality, Interactional Quality, Personnel Quality to Overall Perceived Service Quality)
The multiple regression findings are as follows:

Table 3: Coefficient Regression Model 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.174	.416		-1.241	.574
	PRQ	.689	.037	.637	4.149	.000
	IFQ	.742	.047	.791	4.578	.000
	ITQ	.713	.043	.701	4.647	.000
	PSQ	.731	.049	.766	4.216	.000
a. Dependent Variable: OPQ						

Source: Researcher, 2023

From Table 3, the regression equation can be written as follows:

$$OPQ = b_1PRQ+b_2IFQ+b_3ITQ+b_4PSQ$$
$$OPQ = 0.637PRQ+0.791IFQ+0.711ITQ+0.765PSQ$$

Based on Table 3, all the independent variables have a positive influence on Overall Perceived Service Quality. Infrastructure Quality and Personnel Quality has the greatest regression coefficient compared to other variables, which is 0.791 and 0.766. Therefore, Infrastructure Quality and Personnel Quality are the most influential in Overall Perceived Service Quality. On the other side, Procedural Quality has the smallest effect on Overall Perceived Service Quality, which is 0.637.

Results of Simple Regression (Overall Perceived Service Quality to Satisfaction)
The result of simple regression findings is as follows:

Table 4: Coefficient Regression Model 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.147	.412		-1.374	.367
	OPQ	.724	.048	.781	4.641	.000
a. Dependent Variable: ST						

    Source: Reseacrher, 2023

From Table 4, the regression equation can be written as follows:
$$ST = b_5OPQ$$
$$ST = 0.781OPQ$$

Based on Table 4, Overall Perceived Service Quality has a positive influence on Satisfaction. In this research, Overall Perceived Service Quality has the highest regression coefficient which is 0.781.

F-test
The calculations using SPSS reveal that the significance of the F-test value in the model is 0.000, which demonstrates that the independent variables have a substantial combined effect on the dependent variable.

Table 5: Result of F-test 1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.215	3	17.213	72.447	.000[b]
	Residual	43.341	191	.181		
	Total	84.556	194			
a. Dependent Variable: OPQ						
b. Predictors: (Constant), PRQ, IFQ, ITQ, PSQ						

    Source: Researcher, 2023

Table 6: Result of F-test 2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.246	1	37.249	226.317	.000[b]
	Residual	45.487	193	.174		
	Total	117.703	197			
a. Dependent Variable: ST						
b. Predictors: (Constant), OPQ						

    Source: Researcher, 2023

t-test:

A t-test has already been conducted for Procedural Quality, Infrastructure Quality, Interactional Quality, and Personnel Quality related to Overall Perceived Service Quality and Satisfaction. The purpose of this t-test was to examine whether the independent factors of Procedural Quality, Infrastructure Quality, Interactional Quality, and Personnel Quality significantly influence the dependent variable, which is Overall Perceived Service Quality and Satisfaction. If the t-test value is less than 0.05, the partial influence on the variable is considered significant. According to Tables 5 and 6, each independent variable significantly affects Overall Perceived Service Quality and Satisfaction.

Discussion

Based on the information provided, it appears that the research study found evidence to support all five of the hypotheses mentioned. Specifically, the study found that Procedural Quality, Infrastructure Quality, Interactional Quality, and Personnel Quality all had a positive and significant impact on Overall Perceived Service Quality. Based on the results of data processing, the results showed that Satisfaction is influenced by Overall Perceived Service Quality, meaning that the better the Overall Perceived Service Quality, the greater the Satisfaction. The t-test value of 0.000, which is below the typical significance level of 0.05, indicates that the relationship between Overall Perceived Service Quality and Satisfaction is statistically significant. This is consistent with previous research by Swain and Kahr (2018), which found that Overall Perceived Service Quality has a significant positive impact on Satisfaction. This happens because patients feel that Miracle Beauty Clinic Surabaya's service is good overall, which gives rise to patient satisfaction and will increase the patient's desire to return to receive services from Miracle Beauty Clinic Surabaya. The variables that influence Overall Perceived Service Quality in order of greatest influence are Infrastructural Quality, Personnel Quality, Interactional Quality, and Procedural Quality.

Based on the information provided, it appears that the first hypothesis, which states that Procedural Quality has a positive and significant influence on Overall Perceived Service Quality, was supported by the study's findings. The t-test value of 0.000, which is below the typical significance level of 0.05, indicates that the relationship between Procedural Quality and Overall Perceived Service Quality is statistically significant. This is consistent with previous research by Swain and Kahr (2018), which found that Procedural Quality has a significant positive impact on Overall Perceived Service Quality. Besides, the Procedural Quality variable also variable that has the lowest influence on Overall Perceived Service Quality (coefficient regression = 0.637). This happen because the condition of patients who want to quickly get beauty treatment can cause discomfort if they have to wait a long time to get treatment from a doctor or to enter the treatment room. This shows that ease of process, waiting time, safety, and also costs for patients are important apart from the healing and care received by patients. Moreover, patients who want to undergo beauty treatments usually have determined a schedule that is tailored to the free time they have.

Based on the information provided, it appears that the second hypothesis, which suggests that Infrastructure Quality have a positive and significant effect on Overall Perceived Service Quality, was supported by the study's findings. The t-test value of 0.000, which is below the typical significance level of 0.05, indicates that the relationship between Infrastructure Quality and Overall Perceived Service Quality is statistically significant. This is consistent with previous research by Swain and Kahr (2018), which found that Infrastructure Quality have a significant positive impact on Overall Perceived Service Quality. The study's SPSS findings suggest that the coefficient of Infrastructure Quality has a positive impact on Overall Perceived Service Quality,

with a value of 0.791. This means the Infrastructure Quality variable is the variable that has the most influence on Overall Perceived Service Quality. It is because Miracle Beauty Clinic Surabaya patients use personal guarantees so that Miracle Beauty Clinic Surabaya patients choose a beauty doctor based on the good quality of the infrastructure, not only from the building, but also on the availability of medical supporting equipment or Availability of Resources, Accessibility, and the quality of the snacks provided by Miracle Beauty Clinic Surabaya. Based on the information provided, it appears that the third hypothesis, which suggests that Interactional Quality has a favorable and significant effect on Overall Perceived Service Quality, was supported by the study's findings. The t-test value of 0.000, which is below the typical significance level of 0.05, indicates that the relationship between Interactional Quality and Overall Perceived Service Quality is statistically significant. This is consistent with previous research by Swain and Kahr (2018), which found that Interactional Quality has a strong favorable impact on Overall Perceived Service Quality. The study's SPSS findings suggest that the coefficient of Interactional Quality has the third highest impact on Overall Perceived Service Quality, with a value of 0.711. This indicates that as Interactional Quality increases, so does Overall Perceived Service Quality. Also this is shows that Miracle Center Beauty Surabaya has been able to provide the attitude, attention and information needed by Miracle Center Beauty Surabaya patients, which is very important and also the most expected in the success of treatment so that it is also the second biggest factor influencing Overall Perceived Service Quality.

The fourth hypothesis, which states that Personnel Quality positively and significantly affects Overall Perceived Service Quality, is also confirmed. The t-test value of 0.000, which is below 0.05, supports this hypothesis, demonstrating that the findings of this study are consistent with those of Handharkho (2020), who claims that Personnel Quality have a strong favorable impact on Overall Perceived Service Quality. According to the SPSS results, the second highest variable (coefficient of Personnel Quality, 0.765) that has an impact on Overall Perceived Service Quality is this one. In the context of this study on Miracle Beauty Clinic, personnel consist of various professions, both medical, medical support, and also non-medical who have their respective roles in the service process to patients. Patients will generally have direct contact with doctors, nurses, cashiers and other necessary staff. Every staff from Miracle Beauty Clinic Surabaya has adequate competence, is trained in skills, and always improves their performance so that they can serve patients well. Each personnel has expertise, competence, credibility and can be trusted, from staff backgrounds that vary according to the responsibilities they carry out.

Conclusion
Based on the study's findings, there are several managerial implications that can be drawn for Miracle Beauty Clinic to increase Overall Perceived Service Quality its patient in Surabaya:

Satisfaction: Because Satisfaction has a significant influence, Miracle Beauty Clinic Surabaya needs to ensure that every staff is aware that Satisfaction is the main thing that needs to be considered in providing services to patients. Satisfaction can be one of the missions of Miracle Beauty Clinic Surabaya by always paying attention to providing services to patients. Apart from that, Miracle Beauty Clinic Surabaya can make Satisfaction a culture at every event, assessment and quality indicator or Key Performance Indicator which aims to increase Satisfaction.

Overall Perceived Service Quality: Because Overall Perceived Service Quality has a significant influence, Miracle Beauty Clinic needs to improve Overall Perceived Service Quality by improving service quality on the variables with the greatest influence in sequence, namely Infrastructural Quality, Personnel Quality, Interactional Quality, and Procedural Quality.

Procedural Quality: Miracle Beauty Clinic Surabaya also needs to improve Procedural Quality so that each procedure does not hinder the patient care process, and involves various service units so that it requires an integrated system that is efficient and effective.

Infrastructure Quality: To improve Infrastructure Quality, Miracle Beauty Clinic Surabaya needs to carry out regular reviews of the ratio of doctors, nurses and other staff to the number of patients. Apart from that, Miracle Beauty Clinic Surabaya needs to have more than one supplier to obtain easy stock of tools, medicines and treatment materials.

Interactional Quality: To improve Interactional Quality, Miracle Beauty Clinic Surabaya needs to create a new examination flow for new patients, namely in the form of online (sent to the mobile phone of every new patient) or offline (flyer or instructions); provide a brief explanation regarding radiology results other than photographic images. Miracle Beauty Clinic Surabaya needs to train all medical, medical and non-medical support staff to provide friendly, polite and empathetic service.

Personnel Quality: To improve Personnel Quality, this can be done by improving the quality of care by doctors and nurses by increasing competence and motivation to provide holistic skincare for patients.

Overall, the study's findings highlight the importance of Infrastructure Quality and Personnel Quality in shaping Overall Perceived Service Quality, and suggest that Miracle Beauty Clinic Surabaya can benefit from leveraging these factors in its marketing and promotional strategies. By focusing on Procedural Quality and Interactional Quality, Miracle Beauty Clinic can increase its appeal to patients of its services in Surabaya.

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