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The Role of Patient Satisfaction as Mediators on the Influence of People, Waiting Time, and Price Fairness on Revisit Intention in A Clinic, Bekasi

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ABSTRACT

This study examines the influence of healthcare professionals (people), waiting time, and price fairness on patient satisfaction and revisit intention at Beauty Clinic A in Bekasi. Using a quantitative, cross-sectional survey approach, data were collected from 141 patients and analyzed using Structural Equation Modeling (SEM) with SmartPLS. The results show that all three variables people, waiting time, and price fairness positively and significantly affect patient satisfaction. Furthermore, patient satisfaction strongly predicts revisit intention, functioning as an effective mediating variable between service quality factors and behavioral outcomes. The model demonstrates strong explanatory power, with 91.4% of the variance in patient satisfaction and 85.2% in revisit intention explained by the tested variables. IPMA results indicate that people, price fairness, and patient satisfaction fall into the high-importance but low-performance quadrant, suggesting the need for managerial prioritization. Overall, the study highlights that professional competence, efficient waiting times, and fair pricing are essential to enhancing satisfaction and encouraging patient loyalty in aesthetic healthcare settings.

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1. INTRODUCTION

Healthcare services are growing quickly in both rich and poor countries, and their main aim is to improve people's lives. Patients are the most important part of the healthcare system and are seen as customers who have different needs and hopes. One way to check how well healthcare services are working is by looking at how satisfied patients are. When patients are happy with the care they get, it shows that the services are good. From a marketing point of view, patient satisfaction is very important because it can make people come back again. Happy patients are more likely to stay loyal, return for more help, and tell others about their positive experiences, which helps increase the number of people using the services (Angelica, V., & Bernarto, 2023).

The current phenomenon among women is the pursuit of beauty, where beauty is considered the most important factor in enhancing appearance. Many women engage in various beauty treatments to maintain their looks and attract others. The beauty clinic business in Indonesia is experiencing rapid growth, as the competition in the beauty industry is intense. The human desire for a perfect appearance in various situations is increasing, which is driving the growth of the beauty

business sector due to the rising demand for beauty services (Haque, R., Rahman, A., & Kow, 2020). Every day, more and more new competitors are appearing, which means each beauty clinic company has to work harder to please and win over their customers so they keep coming back every time they use the products or services. Giving value and making sure customers are satisfied is considered very important for winning in the business world (Zhao, L., Tan, M., & Wong, 2023).

In the healthcare setting, two main factors linked to patient satisfaction are the quality of healthcare workers and wait time. Skilled, knowledgeable, communicative, and empathetic healthcare providers play a big role in shaping how patients view the quality of care. On the other hand, long wait times are a common complaint that can lower patient satisfaction. Patient satisfaction acts as a key factor in influencing the likelihood of returning to the facility. Satisfied patients not only come back but also recommend the service to others, which helps increase the number of visits and the income of the healthcare facility (Wijaya, A., Salim, S. H., & Irawan, 2020). In the beauty business sector, customer satisfaction and the intention to return are crucial for maintaining a company's existence.

Generally, customer satisfaction is formed when the services provided meet or even exceed expectations and realities. Conversely, a mismatch between expectations and actual experiences can lead to dissatisfaction and disappointment. As stated by (Rahim, N., & Abdullah, 2022), satisfied customers tend to make repeated purchases and demonstrate high loyalty, which in the long run can drive sustainable profits for service businesses. Therefore, from a management perspective, operational strategies should be focused on strengthening factors that influence the intention to revisit, such as reducing waiting time and improving staff communication skills, which directly impact the likelihood of customers returning. Among these factors, fair pricing plays a vital role in influencing patient's intention to return to the same healthcare facility. When patients perceive that the price they pay accurately reflects the quality of care they receive, they develop a positive impression of the service, which increases their likelihood of revisiting. Research has shown that fair pricing combined with high quality service significantly affects patient's intention to return to healthcare providers (Putri, M. R., Ruswanti, E., & Ramadhan, 2024).

This study aims to analyze the influence of healthcare workers (people aspect) and waiting time on patient satisfaction, as well as their impact on revisit intention at Beauty Clinic A in Bekasi. This clinic was selected as the research object based on several advantages, such as the provision of various treatment options at affordable prices such as facials, peels, botox, threadlifts, skin boosters, collagen stimulators, and various lasers, as well as the friendliness of the staff and doctors. Data at Clinic A shows that in July and August there was an increase in the number of patients from 501 patients to 505 patients, which indicates a high likelihood of patients revisiting the clinic. Therefore, this clinic is an ideal example to examine the relationship between service quality, patient satisfaction, and revisit intention. The results of this study are expected to provide evidence-based recommendations for clinic management to improve service quality, operational efficiency, and competitiveness**.**

2. LITERATURE REVIEW

Planned Behaviour Theory

Human being have their own unique and diverse behaviour, shaped by a variety of factors influencing their behaviour. Theory of planned behaviour derives from Ajzen and Fishbein (1980), which assumed that behaviour came from individual's wants to do or not to do things, known as theory of reasoned action. Needs of each individual are determined by two variable independent, including subjective norms and manners. Overtime, theory of reasoned action then expanded by adding behaviour control, known as planned behaviour theory. Planned behaviour theory is psychological framework that seeks to explain how attitudes, social norms, and perceptions of control can affect behaviour, ultimately influencing individual's motivation to act or abstain from action, which in turn influences their actual behaviour. According to (Ajzen, 1991), behavioral intentions are shaped by three main construct : attitude towards behaviour, social norms, and perceived behavioral control. Attitude toward a behaviour reflects the extent to which an individual holds a favorable or unfavorable evaluative judgment of behaviour in question (Ajzen, 1991). In the other hand,perceived behavioral

control refers to individual's beliefs of ease or difficulty to perform a particular behaviour, encompassing internal and external factors.

In the healthcare context, planned behaviour theory can be applied to understand patients' intention to return to a clinic, influenced by various factors such as patient satisfaction, waiting time, perceived price fairness, and interaction with health care professionals. Patient satisfaction often functions as a mediating variable between overall patient experience and the revisit intention. Previous study by (Huang, R., & Yang, 2012) demonstrated that patient satisfaction has a significant relation with perception of service quality, including the interaction with healthcare professionals, waiting time, and price fairness (Huang, R., & Yang, 2012).

Healthcare Professionals (People) and Patient Satisfaction

In the context of healthcare services, the concept involves various healthcare workers in a team, including nurses, midwives, and doctors (Prayetni et al., 2018). One of the determining factors of patients' intention to revisit is service quality, as supported by the findings of (Al Rasyid, 2019), which indicate that many patients or the community revisit due to satisfactory healthcare services. For RSU Purwogondo, the critical aspect that needs to be considered in building patients' revisit intention is the fulfillment of service quality indicators, which include adequate physical conditions in terms of hospital facilities and staff appearance, reliability in service delivery, quick responsiveness from nurses and doctors, assurance of safety and smooth treatment processes, and genuine empathy towards patients. Fulfilling these elements not only creates satisfaction but also builds patients' trust in the institution.

H1 : Healthcare professionals (People) has a positive impact on Patient satisfaction

Waiting Time and Patient Satisfication

Patient dissatisfaction in healthcare is strongly predicted by waiting times, with a general consensus that reducing these times is crucial for improving patient satisfaction. As (Susan et all, 2019) observed, patients who perceive long waiting times are significantly less likely to be satisfied with both their treatment and the hospital. In Indonesia, the (Minister of Health, 2020) mandates in Minister of Health Decree No. 129/Menkes/SK/IV/2008 that the standard waiting time for outpatient services should not exceed 60 minutes. Research, such as that conducted by (S. Fauziyyah, 2021) at the Waluya Sawahan Clinic, confirms this standard's importance, finding that patients with waiting times that meet the standard report higher levels of satisfaction.

H2 : Waiting time has a positive impact on Patient satisfaction

Price fairness and Patient satisfaction - Naira

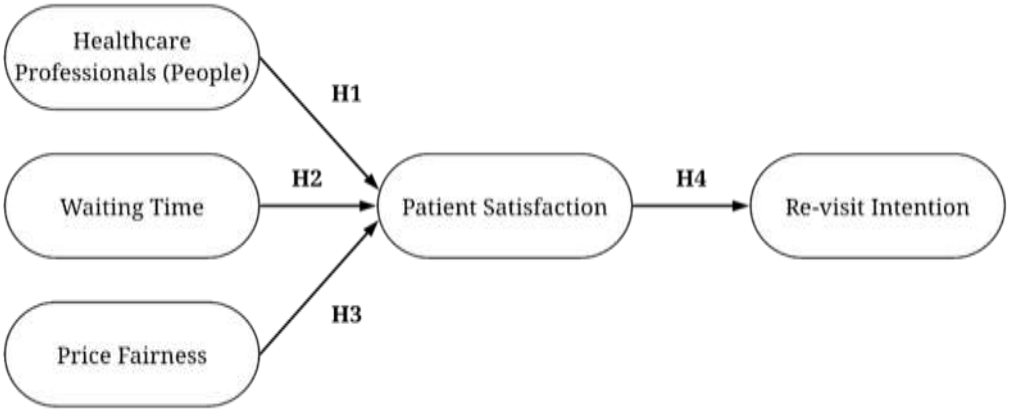
Price, as a monetary value that influences consumers' preference for a product or service (Kotler & Keller, 2016; Lien, C., Wu, W., Chen, Y., & Wang, 2015), has fairness indicators that include affordability, feasibility, affordability, and accessibility (Lien, C. H., Wen, M. J., Huang, L. C., & Wu, 2015). In the healthcare context, this concept has evolved into Price Fairness, which is a crucial determinant of patient loyalty. However, the ethical dimension of pricing is often its weakest aspect. Therefore, to establish price fairness, hospitals are required to thoroughly review their pricing policies. New policies must ensure that the rates charged adhere to ethical and transparent principles, and be accompanied by a clear explanation of the cost structure to patients (Kumar, R., & Sultana, 2024)

H3 : Price fairness has a positive impact on Patient satisfaction

Patient satisfaction and Re-visit Intention

Patient satisfaction is one of the key factors influencing an individual's intention to return to the same healthcare facility. When patients feel satisfied with the services they receive such as quality communication with medical staff, comfortable facilities, or efficient service, they are likely to return to the same healthcare facility for future care. A study by (Setiawan, H., & Salim, 2018) demonstrated that high levels of satisfaction directly influence patient's intentions to revisit. Similarly, research by (Wijaya, F., Sari, L., & Putra, 2020) found that positive service experiences increase patient trust and encourage loyalty to the healthcare provider. Therefore, improving patient satisfaction not only

affects short-term perceptions but also plays a vital role in building long-term relationships between patients and healthcare providers.



H4 : Patient satisfaction has a positive impact on Re-visit intention

Diagram 1. Research Framework

Source : Angelica, V., & Bernarto, I. (2023) and Rifa, A., & Bernarto, I. (2023)

3. RESEARCH METHOD

This study is a quantitative survey research with a cross-sectional design poll conducted on a patients of Beauty clinic A in Bekasi. The aim is to test causal relationships and the role of mediation. The research model will examine the direct influence of the independent variables (People, Waiting Time, and Price Fairness) on the dependent variable (Revisit Intention), as well as the indirect influence mediated by the mediating variable (Patient Satisfaction).

The study's population will consist of all patients who have received outpatient services at Beauty Clinic A in Bekasi. The sampling technique will be convenience sampling, targeting patients who are available and willing to participate during the data collection period. Based on a G*Power analysis with an alpha of 0.05, a power of 0.96, and a medium effect size (f2=0.15), a minimum sample size of 125 respondents is required.

The research was conducted in September 20 to October 30, 2025. Data will be collected via a self-administered questionnaire. The survey will be distributed to eligible patients in the waiting area after their consultation, ensuring that their experience with both waiting time and communication is recent. The questionnaire will be available in digital formats.

The research instrument was developed based on adaptations from several sources. The questionnaire adapts the Likert measurement scale which consists of 5 points, namely the first point strongly disagrees, the second point disagrees, the third point is neutral, the fourth point agrees and the fifth point strongly agrees. The People variable was measured by adapting people indicators from (Chana, P., Siripipatthanakul, S., Nurittamont, W., & Phayaphrom, 2021). Waiting Time was measured with perception questions based on previous studies indicators from (Chana, P., Siripipatthanakul, S., Nurittamont, W., & Phayaphrom, 2021). Price Fairness was measured with items taken from the price fairness literature from (Haque, R., Rahman, A., & Kow, 2020). Patient Satisfaction was measured with an instrument adapted from (Nguyen, N. X., Tran, K., & Nguyen, 2021); (Siripipatthanakul, S., & Vui, 2021). Revisit Intention was measured with items that are in line with research on revisit intention.

The data will be analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) program. SEM is a statistical technique that is widely used for testing complex theories with empirical data. It can examine relationships between latent constructs indicated by multiple indicators, making it a powerful tool for this study. The researchers utilized SEM in SmartPLS 4.0.9.2 software to analyze the data collected from the surveys. This analysis is suitable for testing mediation models. The steps include Measurement Model Analysis (Outer Model) for testing convergent validity, discriminant validity, and instrument reliability, and Structural Model

Analysis (Inner Model) for testing hypothesized relationships between variables, including the significance of direct and indirect effects, and the role of mediation.

4. RESULTS AND DISCUSSIONS

A total of 141 respondents participated on this study, and all of the data were utilized for actual analysis. Table 1 represents the profiles of respondents in this study, with majority being female (95,7% of patients). In terms of the distribution of Age, the respondent mostly filled between the 28-43 age group (48,94% of patients), followed by 18-27 age group (36,88% of patients), 44-59 age group (11,35% of patient), and <18 years age group (2,84% of patients).

Table 1. Respondent Profile

Respondent Characteristics	Total	Percentage (%)
Gender		
Male	6	4.3%
Female	135	95,7%
Age Group		
<18 years	4	2,84%
18-27 years	52	36,88%
28-43 years	69	48,94%
44-59 years	16	11,35%

Source: Data Analysis using SmartPLS 4.0.9.2 (2025)

OUTER MODEL EVALUATION

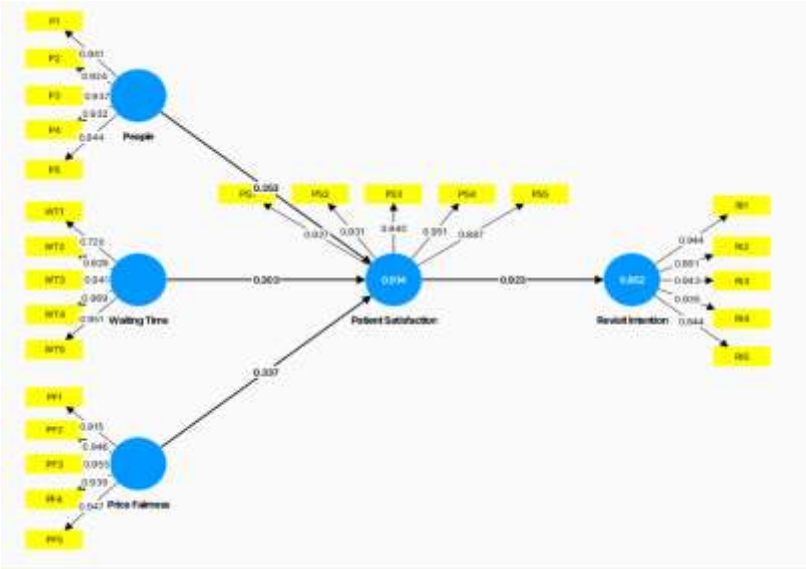


Figure 1. Outer Loading
Source : Data Analysis using SmartPLS 4.0.9.2 (2025)

The measurement of outer model was conducted by evaluating indicator reliability, convergent validity, internal consistency reliability, and discriminant validity to gain the validity and reliability of this research model. Table 2 presents indicators with outer loading values greater than 0.7, indicating that all of the indicators in this model are reliable and reflects the measured variable

accurately. Composite reliability (CR) and Cronbach's alpha values were also greater than 0.7, reflecting that internal consistency reliability has been achieved. This table explain that all indicators are consistent in measuring the intended construct, making it dependable. In addition, AVE values of each variables exceeds 0.5, which means more than 50% of the variance of the indicator can be explained by latent construct, in the end truly representing the measured variable.

Table 2. Validity and Reliability Testing of Measurement Model

Construct and Indicators	Outer Loadings
People (CR= 0.965, AVE=0.876)	
I feel that the healthcare professionals showed concern to patients	0.941
I felt that the healthcare professionals were able to explain things in easy-to-understand language	0.924
I feel that healthcare professionals were comfortable to interact with	0.937
I feel that healthcare professionals were able to answer all questions clearly	0.932
I feel satisfied with the expertise of healthcare professionals	0.944
Price Fairness (CR=0.967, AVE=0.884)	
I feel that the price offered were equal with the quality of service	0.915
I feel that the price offered were equal with the benefits	0.946
I feel that the price chagres were fair	0.955
I feel that the clinic provide transparent cost information	0.939
Clinic fees that I paid were in line with the bill	0.947
Waiting Time (CR=0.944, AVE=0.822)	
I feel that the waiting time from arrival to service was relatively short	0.720
I feel that the waiting time for consultation were within normal range	0.929
I feel that operational time for consultation were convenient for my needs	0.941
I feel that scheduling consultation in this clinic were easy	0.969
I feel that the staff gives clear information regarding the estimated waiting time	0.951
Patient Satisfaction (CR=0.959, AVE=0.860)	
Overall, I feel satisfied with my experiences in this clinic	0.927
I have a positive impression of this clinic	0.931
I feel the service I received at this clinic met my expectation	0.940
I am satisfied with the facilities and environment in this clinic	0.951

Construct and Indicators	Outer Loadings
I am more satisfied with this clinic than with the other clinic	0.887
Revisit Intention (CR=0.949, AVE=0.832)	
I intend to use this clinic' services again in the future	0.944
I will use the other services at this clinic	0.891
I will continue to consult with my preferred doctor in this clinic	0.943
I will recommend this clinic to my acquintances	0.935
I would not hesitate to return to this clinic if I need other services	0.844

Source : Data Analysis using SmartPLS 4.0.9.2 (2025)

INNER MODEL EVALUATION

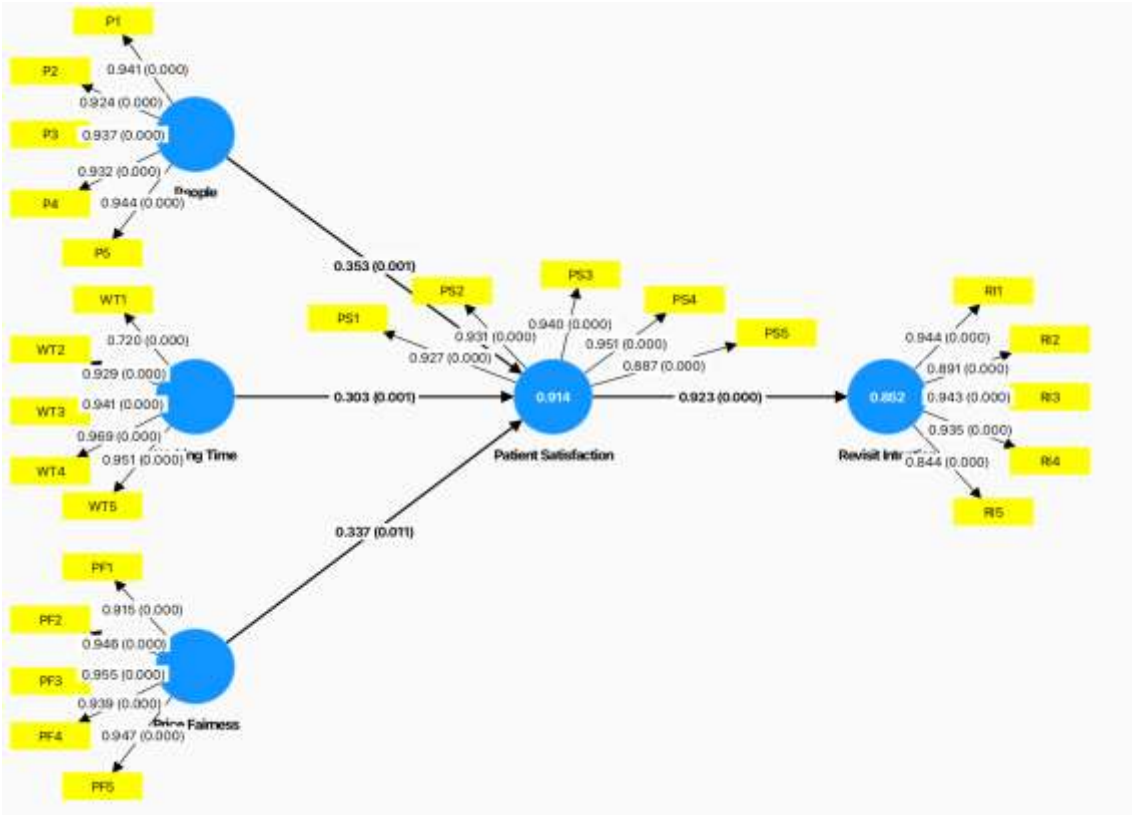


Figure 2. Inner Model
Source : Data Analysis using SmartPLS 4.0.9.2 (2025)

Evaluation of inner model were the next step after passing validity and reliability test. Table 3 represents the coefficient of determination (R^2), with value of 0.914, shows strong explanatory power. This result can indicates that independent variables (People, Waiting time, Price Fairness) explain 91% of the variance in patient satisfaction. In addition, the R^2 value for Revisit intention variable is 85%, influenced by patient satisfaction, indicating strong explanatory power.

Table 3. Coefficient of Determination (R^2)

	R-square (R^2)	Interpretation
Patient Satisfaction	0.914	Strong explanatory power
Revisit Intention	0.852	Strong explanatory power

Source : Data Analysis using SmartPLS 4.0.9.2 (2025)

Predictive relevance was measured by using Q-square (Q^2), with >0 indicate predictive relevance. Table 4 showed that in this study, Patient satisfaction has a Q^2 value of 0.763, which indicate that independent variables were able to predict patient satisfaction very well. In addition, Revisit intention has a Q^2 value of 0.695, which also indicates high predictive relevance (0-0.25 low, 0.25-0.5 moderate, >0.5 high)

Table 4. Coefficient of Relevance (Q^2)

	Q^2	Interpretation
Patient Satisfaction	0.763	High predictive relevance
Revisit Intention	0.695	High predictive relevance

Source : Data Analysis using SmartPLS 4.0.9.2 (2025)

HYPOTHESIS TESTING

Bootstrapping method with 5000 samples were done, by applying a one tailed t-statistic criteria of >1.65 and p value <0.05, with alpha value of 5% and a confidence interval level of 95%. As presented in Table 5, all four hypotheses tested in this study were supported.

Table 5. Hypothesis Testing Result

	T statistics	P values	Result
Patient Satisfaction -> Revisit Intention	31.746	0.000	Supported
People -> Patient Satisfaction	3.079	0.001	Supported
Price Fairness -> Patient Satisfaction	2.299	0.011	Supported
Waiting Time -> Patient Satisfaction	2.990	0.001	Supported

Source : Data Analysis using SmartPLS 4.0.9.2 (2025)

IPMA (Importance Performance Map Analysis)

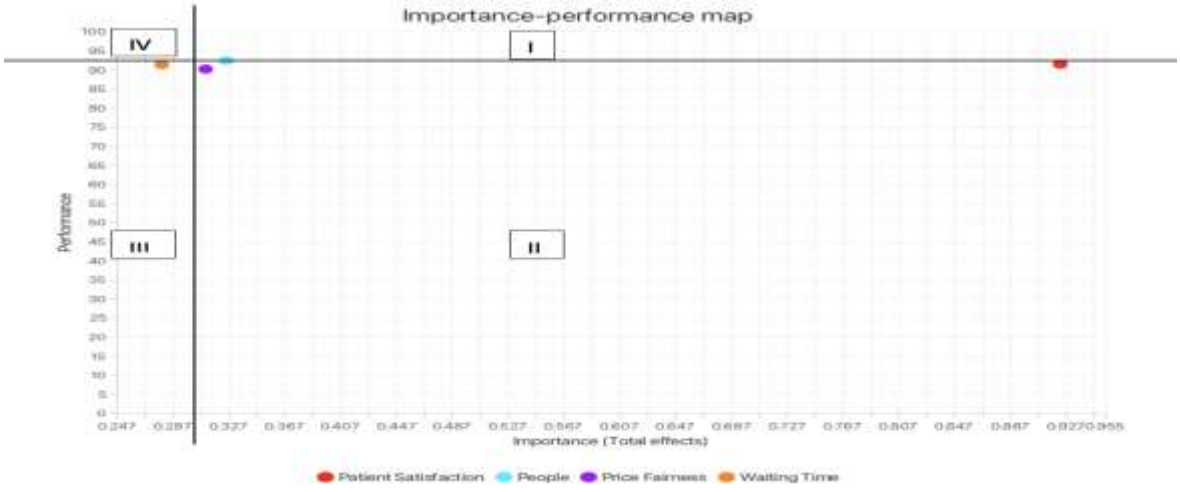


Figure 3. IPMA Construct
Source : Data Analysis using SmartPLS 4.0.9.2 (2025)

Figure 5 present the result of IPMA construct analysis, divided into four categorizes based on its quadrant. Quadrant I (Hight Importance, High Performance), Quadrant II (High Importance, Low Performance), Quadrant III (Low Importance, Low Performance), and Quadrant IV (Low Importance, High Performance). Based on Figure 5, people, price fairness and patient satisfaction placed on Quadrant II (High Importance, Low Performance), which should be prioritized by the management in order to improve the clinic's revisit intention.

DISCUSSIONS

This study aims to analyze the influence of healthcare professionals (people), waiting time, and price fairness on patient satisfaction and its impact on revisit intention at Beauty Clinic A in Bekasi. Based on the collected data, all three variables people, waiting time, and price fairness positively and significantly affect patient satisfaction, which subsequently increases patients' revisit intention.

Healthcare professional (people) variable obtained a T statistic value of 3.079 > 1.96, with p value of 0.001 < 0.05. Therefore, H1 is accepted, indicating that healthcare professionals (people) have a positive and significant effect on patient satisfaction. Competent, communicative, and empathetic healthcare professionals improve service quality, which in turn enhances patient satisfaction. This aligns with the findings of Al Rasyid and Indah (2019), who reported that the quality of services delivered by healthcare staff plays an essential role in increasing patients' revisit intentions. Similarly, (Prayetni, S., Widodo, A., & Fajar, 2018) emphasized that collaboration among doctors, nurses, and other healthcare workers influences the overall patient experience. More recent research by (Rahman, M., Karim, S., & Jahan, 2021) also supports these results, showing that the quality of interaction between medical personnel and patients significantly improves emotional comfort and patient trust. (Hassan, T., & Farooq, 2023) further discussed that empathy and healthcare providers' credibility are identified as key determinants influencing the evaluation of service experiences in aesthetic clinics.

The waiting time variable obtained a T statistic of 2.990 > 1.96 with a p value of 0.001 < 0.05. Therefore, H2 is accepted, indicating that waiting time has a positive and significant effect on patient satisfaction. Efficient waiting times increase patient satisfaction, whereas delays reduce their overall service experience. This is consistent with (Susan, H., Kartika, T., & Dewi, 2019), who emphasized that patient's perception of prolonged waiting time reduces satisfaction, and supported by (N. Fauziyyah, 2021), who found that waiting times meeting the standard (<60 minutes) improve satisfaction levels. Recent studies also indicate that shorter waiting times enhance perceptions of professionalism and clinical effectiveness (Nguyen, T., Pham, L., & Hoang, 2021). Additionally, (Bae, S., & Lee, 2022) stated that structured consultation schedules strengthen patients' intention to continue using healthcare services. In aesthetic clinics, waiting time efficiency is identified as a dominant factor shaping both emotional and cognitive satisfaction (Kumar & Sultana, 2024). The price fairness variable obtained a T statistic of 2.299 > 1.96 with a p value of 0.011 < 0.05. Therefore, H3 is accepted, confirming that price fairness significantly affects patient satisfaction. When patients perceive that the price matches the service quality, their satisfaction level increases. These findings are consistent with (Lien, C., Wu, W., Chen, Y., & Wang, 2015), who highlighted that perceived value and price fairness influence positive evaluations of healthcare services. (Rahim, N., & Abdullah, 2022) also emphasized that value for money perception serves as a key predictor of satisfaction in cosmetic services, while price fairness functions as an emotional variable that shapes positive experiences in aesthetic service settings (Garcia, J., & Molina, 2023).

Patient satisfaction significantly affects revisit intention, with a T statistic value of 31.746 > 1.96 and a p value of 0.000 < 0.05. Therefore, H4 is accepted. Patients who are satisfied with the services provided by healthcare professionals are more likely to return and recommend the clinic to others. This is in line with the findings of (Setiawan, R., & Salim, 2018) and (Wijaya, F., Sari, L., & Putra, 2020), which revealed that high satisfaction levels improve trust, loyalty, and revisit intention. Supporting this, (Prayetni, S., Widodo, A., & Fajar, 2018) found that emotional and functional satisfaction directly influences revisit intentions in aesthetic clinics. Additionally, (Zhao, L., Tan, M., & Wong, 2023) reported that high satisfaction drives word-of-mouth behavior, which further strengthens revisit intention.

The R squared value for the patient satisfaction variable is 0.914, indicating that healthcare professionals (people), waiting time, and price fairness can explain 91.4% of the variance in patient satisfaction. Therefore, it can be concluded that the model demonstrates very strong explanatory power, as the R^2 value exceeds 0.75. According to PLS SEM interpretation standards, an R^2 greater than 0.75 is categorized as substantial or strong. The R squared value for revisit intention is 0.852, which means that the patient satisfaction variable explains 85.2% of the variance in revisit intention. Accordingly, the model also demonstrates a very strong predictive capability for revisit intention, as the R^2 value is above 0.75. The Q^2 value for patient satisfaction is 0.763 > 0, which falls under the high category. Thus, this model has strong predictive relevance, indicating that the exogenous latent variables People (Healthcare Professionals), Waiting Time, and Price Fairness serve as strong predictors of the endogenous variable, Patient Satisfaction. Similarly, the Q^2 value for Revisit Intention is 0.695 > 0, which is also categorized as high. This suggests that the model exhibits strong predictive relevance for revisit intention. Therefore, patient satisfaction is proven to be a suitable mediating variable capable of explaining the indirect influence of exogenous variables on patients' tendency to revisit the clinic.

Based on the results of the IPMA analysis, the variables People (Healthcare Professionals), Price Fairness, and Patient Satisfaction are positioned in Quadrant II, which falls into the High Importance Low Performance category. This indicates that these variables have a high level of importance and influence on increasing revisit intention, but their current implementation in the clinic has not yet fully met patient expectations. Therefore, these three variables must be prioritized for improvement to enhance revisit intention. In terms of People, the clinic needs to improve communication quality, empathy, and professionalism of healthcare staff. For Price Fairness, greater transparency and alignment between pricing and service quality are required. Meanwhile, improving Patient Satisfaction necessitates an overall enhancement of the service experience, encouraging patients to feel satisfied and motivated to return.

5. CONCLUSION

This study looked into how healthcare professionals, waiting time, and price fairness affect patient satisfaction and the likelihood of patients coming back to Beauty Clinic A in Bekasi. The results show that all three factors, healthcare professionals, waiting time, and price fairness have a positive and important effect on how satisfied patients are with their experience. Additionally, patient satisfaction plays a strong role in whether or not patients decide to return, meaning that the more satisfied patients are, the more likely they are to come back. Among these factors, healthcare professionals, waiting time, and price fairness were found to be the most important in directly influencing patient satisfaction. Through patient satisfaction, these factors also have an indirect but strong impact on the desire to return. This means that having skilled and caring healthcare providers, quick waiting times, and fair pricing are key to keeping patients loyal and coming back. The study also adds to existing knowledge by showing how patient satisfaction acts as a bridge between service quality and customer behavior in beauty and healthcare settings. For clinic managers, this means they should focus on improving how healthcare professionals communicate and show empathy, making waiting times more efficient, and ensuring pricing is clear and fair. By focusing on these areas, clinics can improve patient satisfaction, increase the chance of patients returning, and boost their long-term success and ability to keep patients coming back.

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