

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF SERVICE QUALITY AND CUSTOMER
RELATIONSHIP MANAGEMENT ON CUSTOMER
SATISFACTION AND REVISIT INTENTION TOWARDS
QUALITY CARE AESTHETIC CLINIC**

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EMBA II – 55
EMBA 19th BATCH (ONLINE)

MAY, 2024

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ACADEMIC YEAR (2022-2024)

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Service Quality and Customer Relationship Management on Customer Satisfaction and Revisit Intention towards Quality Care Aesthetic Clinic**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study focuses on analyzing the effect of service quality and customer relationship management (CRM) on customer satisfaction and revisit intention of Quality Care Aesthetic Clinic in Yangon. There are 230 member card holding royal customers in the clinic. A sample size of 145 is determined using Raosoft sample size calculator. Respondents are selected by using simple random sampling method. Primary data is collected from 145 royal customers by using structured questionnaires through online questionnaire survey method. The descriptive statistics and regression analysis are conducted to analyze the collected data. Results revealed that service quality including interpersonal quality, technical quality, environmental quality and administrative quality have significant effect on customer satisfaction. Moreover, CRM practices which are CRM organization, knowledge management and technology-based CRM were found positive effect on customer satisfaction. The findings also verified positive effects and significant of customer satisfaction on revisit intention among patients. Patients who reported higher satisfaction levels were more likely to revisit the clinic for future treatments highlighting the critical role of customer satisfaction in driving patient loyalty and retention.

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LIST OF ABBREVIATIONS

AI	-	Artificial Intelligence
CRM	-	Customer Relationship Management
HIFU	-	Hight- Intensity Focused Ultrasound

CHAPTER 1

INTRODUCTION

Aesthetic medicine encompasses a range of procedures aimed at enhancing cosmetic appearance that including treatments for wrinkles, skin laxity, scars and excess fat. It spans disciplines such as reconstructive surgery, plastic surgery and dermatology offering both invasive and non-invasive options (Goh, 2009). The aesthetic industry includes services, medicines, and equipment. Aesthetics medicine encompasses procedures aimed at enhancing facial appearance and satisfaction, including facial surgery, injections, and minimally invasive face-lifting techniques (Fabi, 2022).

Market demand is driven by factors like the increasing preference for minimally invasive procedures, availability of advanced aesthetic devices, rising obesity rates and growing awareness of aesthetic options. While the aesthetic medicine market is expanding, addressing cost concerns and improving reimbursement policies will be crucial for sustained growth (Goh, 2009). In today's competitive landscape of facial aesthetics, clinics must adopt strategies that extend beyond initial customer satisfaction to prioritize customer retention and loyalty (Fabi, 2022).

Service quality expresses the depth of comprehension an organization possesses regarding the unique needs and desires of its customers together with its skill in fulfilling these expectations. Elevating the quality of service stands as a fundamental pillar for organizational progress as it requires a deep understanding of customer expectations and the capacity to exceed them. (Zeithaml, 1988). There are a number of factors enhancing service quality such as the interpersonal quality, technical quality, environmental quality and administrative quality.

Interpersonal quality encompasses the interaction between customers and service providers, emphasizing factors such as courtesy, friendliness and effective communication. (Rajesh, 2014). Technical quality represents the expertise and competencies an individual hold which enabling them to execute specialized duties within a particular domain. This quality also known as hard skills which find applicability across various industries that spanning from service to data analysis to information technology (Rodrigues, 2016). Environmental quality encompasses physical surrounding including cleanliness, comfort,

accessibility to open spaces and the aesthetic impact of structures (Dutta, 2020). Administrative quality refers to achieve perfection and consistency in all administrative activities like appointment scheduling, billing and documentation (Ghoshal, 1994).

Service quality plays a pivotal role in influencing consumer behavior and purchase intentions. When customers perceive high-quality service and are satisfied with their experiences, they are more likely to develop positive attitudes towards a brand or business and then leads to increased trust, loyalty and repeat purchases. Conversely, poor service quality or dissatisfaction can result in negative perceptions, diminished trust and a reluctance to engage with the brand in the future (Vu, 2021). High service quality is crucial for driving customer satisfaction and loyalty, ultimately leading to increased sales and revenue for organizations. Investing in service quality not only fosters customer satisfaction but also contributes to long-term business success and sustainability (Tannady, 2023).

Customer relationship management (CRM) is a comprehensive strategy included by businesses to meticulously handle and nurture relationships with their customers as well as prospective customers. It encompasses a complex approach that integrates various tools, techniques and technologies to optimize every interaction throughout the customer lifecycle (Buttle, 2019). CRM encompasses a range of practices, strategies and technologies aimed at managing and analyzing customer interactions and data across the entire customer lifecycle. The main focus of CRM is to enhance customer service relationships, facilitate customer retention and stimulate sales growth. By leveraging CRM tools and methodologies, organizations can better understand customer needs, personalize interactions and ultimately foster long-term customer loyalty and satisfaction (Hwang, 2023). The CRM organization, knowledge management and technology-based CRM were applied to enhance CRM practices in this study.

CRM Organization refers to the structural framework and operational processes established within a business to effectively manage customer relationships. It involves the creation of dedicated teams, roles, and responsibilities aimed at implementing CRM strategies and initiatives across the organization (Saeed, 2011). Knowledge management within the context of CRM involves the acquisition, creation, sharing and utilization of knowledge and insights related to customers and their interactions with the business (Sentosa Ilham and Nejatian Hadi, 2006). Technology-based CRM revolutionizes customer relationship management by harnessing digital tools, platforms and systems to bolster

interactions with customers. By leveraging technology solutions, businesses can automate, streamline and optimize various facets of customer engagement, data management and communication (Kumar, 2012).

Customer satisfaction is defined as the instrument of customers' fulfilment with a company's offerings, encompassing its products, services and overall capabilities. Insights into customer satisfaction give valuable guidance for companies seeking to enhance or adapt their products and services to better meet customer needs and preferences (Angelova, 2011). Companies gain valuable insights into areas of strength and areas needing improvement through analyzing customer satisfaction and feedback mechanisms, (Szyndlar, 2024). When customers have positive experiences with a business, they are more likely to return in the future. Additionally, maintaining open lines of communication and addressing any concerns or feedback from customers can further solidify their satisfaction and encourage repeat visits (Mointi, 2023).

Revisit intention mentions to the likelihood or intention of a consumer to return to a service provider for future transactions or interactions based on their previous experiences (Abubakar, 2017). This intention is shaped by the consumer's overall attitude towards the service provider which is influenced by various factors such as the quality of service received, satisfaction with the experience and perceived value of the service. If a consumer has a positive experience and forms a favorable attitude towards the service provider, they are more likely to intend to revisit in the future (Abbasi, 2021). High revisit intention signifies satisfaction can driving customer loyalty and repeat business that essential for long-term profitability. In a competitive market, maintaining high revisit intention helps differentiate businesses, attract customers and sustain growth (Achari, 2023).

Quality Care Aesthetic Clinic was located in Kamayut township which has been catering to its clientele since its inception in 2018. With a team of 20 committed employees, the clinic strives to provide exceptional services in the scope of aesthetic treatments. These services encompass a wide selection of options which including botox treatments to address fine lines and wrinkles, laser treatments for skin rejuvenation, filler treatments to enhance facial contours, high-intensity focused ultrasound (HIFU) treatments for non-surgical facelifts and thread lifting treatments for a more youthful appearance. The study aims to explore how service quality and customer relationship management influence on customer satisfaction and revisit intention towards Quality Care Aesthetic Clinic. This study can

provide valuable insights to Quality Care Aesthetic Clinic owner, management team and employees, enabling them to enhance customer satisfaction and foster revisit intention. This, in turn, can lead to improve business performance, and overall contribution to the economic development of the region.

1.1 Rationale of the Study

Aesthetic clinics have grown in the recent years and foreign investment from countries such as Thailand and Korea are highly favored in Myanmar. In the competitive market of aesthetic clinics in Yangon, Quality Care Aesthetic Clinic faces competition from gathering of competitors. As of the latest data available, there are approximately over 50 other aesthetic clinics competing for market share in the same geographic area of Yangon. These competitors offer similar services and treatments, creating a dynamic landscape where each clinic strives to distinguish itself through quality of service, innovative treatments and customer satisfaction.

A high level of service quality enhances customer satisfaction by building trust, fostering positive emotions and meeting or exceeding customer needs and preferences. Conversely, poor service quality can lead to dissatisfaction, customer complaints and negative word-of-mouth, ultimately affecting customer loyalty and retention. Success in the highly competitive beauty clinic market relies not just on attracting clients in but also on determining their true needs and winning their loyalty for return business (Vu, 2021).

CRM elevates the professionalism by ensuring consistent communication and follow-ups, enhancing transparency and accountability across the team. Clients feel valued and appreciated when their needs are anticipated and addressed promptly that building trust and loyalty on clinic. (Charbaji, 2012). Quality Care Aesthetic Clinic implements CRM practices to elevate its efficiency, client-centric approach and overall success. By streamlining operations and optimizing workflows, clinic enhances customer experiences and fosters lasting relationships.

Customer satisfaction plays a crucial role in influencing revisit intention as satisfied customers are more likely to revisit a business or service provider in the future. When customers are satisfied with their experience, they develop positive attitudes and

perceptions toward the brand or service that leading to a higher likelihood of returning. (Rajput, 2020).

Revisit intentions in clinics are pivotal for maintaining patient satisfaction and loyalty, as they signal not only a positive initial experience but also an ongoing trust in the healthcare provider. Moreover, understanding the reasons behind patients' intentions to revisit offers invaluable insights for clinics to continually refine their services and enhance the overall patient experience, ultimately fostering long-term relationships and sustainable growth (Kim, 2017).

The Quality Care Aesthetic clinic ensures its supply of excellent services by committing to innovation in medical treatments and using high-quality medical equipment. Quality Care clinic also recognizes the importance of understanding revisit intentions. Clients return for more appointments by giving them individualized attention and excellent treatment. Moreover, clinic fosters revisit intention by enhancing the customer satisfaction and long-term relationships, ultimately ensuring continued success and growth. Therefore, this study aims to examine the importance of service quality and customer relationship management on customer satisfaction and revisit intention of Quality Care Aesthetic Clinic.

1.2 Objectives of the Study

The main objective of the study is to analyze the revisit intention towards Quality Care Aesthetic Clinic. And the specific objectives of this study are as follow;

1. To analyze the effect of service quality and customer relationship management on customer satisfaction of Quality Care Aesthetic Clinic.
2. To analyze the effect of customer satisfaction on revisit intention towards Quality Care Aesthetic Clinic.

1.3 Scope and Method of the Study

This study focuses specifically on the member card-holding royal customers of the Quality Care Aesthetic clinic in the Yangon. There are 230 member card-holding royal customers in the clinic. A sample size of 145 out of 230 royal customers is determined by using the Raosoft sample size calculator. Respondents are selected by using simple random

sampling method. Data are gathered by using structured questionnaire through online questionnaire survey method. The questions touch on various aspects related to the study's goals. Data collection period was February 2024. Analysis of the collected data involve two main methods: descriptive statistics and linear regression to explore possible connections between variables. The secondary data are gathered from relevant text books, previous published research papers and official website of Quality Care aesthetic clinic.

1.4 Organization of the Study

This study is structured into five distinct chapters, each focusing on specific aspects related to the effect of service quality and customer relationship management (CRM) on revisit intention at Quality Care aesthetic clinic. Chapter one provides an introduction, including rationale, objectives, scope and method for the study and organization of the study. Chapter two includes the theoretical background exploring relevant literature and theoretical frameworks concerning service quality, CRM, customer satisfaction and revisit intention, previous studies and conceptual framework of the study. Chapter three presents a profile, service quality and CRM practices at Quality Care Aesthetic clinic, reliability test and demographic profile of the respondents. Chapter four involves the analysis of collected data to assess the effect of service quality and CRM practices on customer satisfaction and revisit intention employing both quantitative and qualitative analysis methods. Chapter five discusses about conclusion, summarizing the findings and discussions, offering suggestions and recommendations, and highlighting the needs for further research on the study.

CHAPTER 2

THEORETICAL BACKGROUND

This study focuses on the effect of service quality, customer relationship management (CRM) on customer satisfaction and revisit intention towards Quality Care Aesthetic Clinic in Yangon. In this chapter, theoretical background of service quality, customer relationship management, customer satisfaction and revisit intention, conceptual framework of previous studies and conceptual framework of this study are discussed.

2.1 Service Quality

Service quality stands as a foundation for organizational success representing the ability of a business to understand and meet the needs and expectations of its customers. It's not merely about delivering on promises but exceeding them consistently. Improving service quality becomes a pivotal step towards organizational growth underlining the importance of meticulous research and expertise. This endeavor involves a nuanced understanding of customer expectations, identification of service delivery gaps and the implementation of effective strategies to bridge those gaps. The key dimensions of service quality often fall into five components: reliability, responsiveness, assurance, empathy and tangibles. Reliability ensures consistent service delivery, responsiveness addresses timely and effective customer interactions, assurance instills confidence through competent and courteous staff, empathy demonstrates understanding and consideration for customer needs and tangibles encompass the physical elements contributing to the service environment (Zeithaml, Service quality, profitability, and the economic worth of customers: What we know and what we need to learn, 2000).

Service quality dimensions can be specifically categorized into interpersonal quality, technical quality, environmental quality and administrative quality. Interpersonal Quality encompasses the interactions between customers and service providers, emphasizing factors such as courtesy, friendliness and effective communication. Technical quality relates to the competency and expertise demonstrated by the organization in delivering its services, including accuracy, reliability and effectiveness. Environmental Quality encompasses the physical surroundings and ambiance of the service environment, including cleanliness, aesthetics and comfort. Administrative quality refers to the efficiency

and effectiveness of administrative processes and procedures such as appointment scheduling, billing and documentation.

2.1.1 Interpersonal Quality

Interpersonal service quality refers to an extensive spectrum of characteristics that together influence the customer experience. The general mood is established for the duration of the interaction at the first exchange between the consumer and the service provider. A pleasant environment with genuine smiles, warm greets and open body language makes clients feel important and appreciated right away. Regardless of the situation, service personnel always have a cheerful and upbeat mood and this cordial tone is maintained throughout the entire contact (Katsaridou, 2017).

The interpersonal service quality involves willingness to go above and beyond to assist customers. This may involve anticipating customers' needs and proactively offering assistance or it could entail finding creative solutions to resolve challenging situations. Service providers who exhibit a proactive and solution-oriented approach not only enhance the customer experience but also demonstrate their dedication to providing exceptional service. Empathy is another essential aspect of interpersonal service quality. Service providers who demonstrate empathy show genuine concern for customers' well-being and take the time to understand their perspectives and emotions. This empathetic approach fosters trust and rapport between service providers and customers, creating a supportive and compassionate environment where customers feel comfortable expressing their needs and concerns.

Moreover, interpersonal service quality encompasses professionalism and integrity. Service providers must conduct themselves with professionalism at all times, maintaining a high standard of conduct and adhering to ethical principles. This professionalism instills confidence in customers and reinforces their trust in the service provider and the organization as a whole. Customers who experience high levels of interpersonal service quality are more likely to develop loyalty towards the service provider, choosing to return for future transactions and advocating for the service to others (Guenzi, 2004). The interpersonal service quality is a multifaceted concept that encompasses various elements, including effective communication, proactive assistance, empathy, professionalism and integrity.

2.1.2 Technical Quality

Technical quality, often known as outcome quality is concerned with the actual services or encounters that the consumer has. It emphasizes the observable results or outcomes attained as a consequence of employing the service. Examples of this could be the efficiency of a medical procedure, the precision of financial guidance, the strength of a product or the promptness of a delivery. The degree to which the service satisfies the needs or goals of the client and meets or beyond their expectations is how technical quality is evaluated. In essence, the customer experiences and assesses the service based on its physical result or output (Kang, 2006).

Technical quality within the dominion of service provision, encompasses a spectrum of tangible attributes and competencies crucial for meeting customer expectations and delivering exceptional service experiences. At its core, technical quality signifies the reliability and consistency of the service delivery process. Customers rely on service providers to deliver their offerings consistently, without fail or deviation from established standards. Whether it's the timely arrival of a repair technician, the accuracy of medical test results or the precision of software programming, customers expect technical quality to ensure that their needs are consistently met and their problems effectively addressed (Daniel & Berinyuy, 2012).

Furthermore, precision and accuracy are paramount components of technical quality. Customers expect services to be delivered with meticulous attention to detail, ensuring that every aspect of the service meets their specifications and requirements. Whether it's the precise measurement of ingredients in a culinary dish, the accurate interpretation of diagnostic test results, or the flawless execution of a financial transaction, customers expect service providers to demonstrate precision and accuracy in every interaction. The absence of errors or discrepancies reinforces customers' confidence in the service provider's capabilities and enhances their overall satisfaction with the service received (Dotchin, 1994). Thus, technical quality is indispensable for delivering superior service experiences and fostering customer satisfaction and loyalty.

2.1.3 Environmental Quality

Environmental quality within the context of service provision refers to the physical surroundings and ambiance in which the service is delivered. It encompasses various

factors related to the service environment that can impact the overall customer experience and perception of service quality. Environmental quality plays a crucial role in shaping customer impressions, influencing their satisfaction levels, and ultimately affecting their loyalty to the service provider (Lin, 2011).

Cleanliness is closely associated with the perceived level of care and concern that the service provider has for its customers. A service facility that is clean and well-maintained communicates to customers that their health, safety, and comfort are a top priority. This instills confidence and trust in the service provider and fosters a positive relationship between the customer and the business. Maintaining high standards of cleanliness and hygiene is essential for creating a positive and welcoming atmosphere in service settings. By investing in cleanliness initiatives and ensuring regular upkeep of the service environment, service providers can enhance customer satisfaction, build trust and loyalty and differentiate themselves from competitors in the marketplace (Vos, 2019).

The physical layout and design of the service environment can significantly impact the customer experience. Factors such as spatial layout, interior decor, lighting and seating arrangements all contribute to the ambiance and atmosphere of the service setting. A well-designed and aesthetically pleasing environment can evoke positive emotions and perceptions among customers enhancing their overall enjoyment of the service experience. Conversely, a poorly designed or uninviting environment may detract from the customer experience and diminish satisfaction levels. Service providers must strive to create a conducive and pleasant environment that minimizes distractions and maximizes customer comfort. Investing in the improvement of environmental quality can therefore profit significant benefits in terms of customer retention and business success.

2.1.4 Administrative Quality

Administrative quality refers to the efficiency, effectiveness and accuracy of administrative processes and procedures within a service organization. It encompasses various aspects of administrative functions, including appointment scheduling, billing, documentation, record-keeping and overall organizational management. Administrative quality plays a critical role in shaping the customer experience and perception of service quality as it directly impacts the ease and convenience with which customers can access and interact with the service provider (Mahaputra, 2021).

One key aspect of administrative quality is the efficiency of appointment scheduling and booking processes. Efficient appointment scheduling processes are integral to delivering exceptional service experiences. Customers expect service providers to offer convenient and streamlined methods for booking appointments, whether through online platforms, telephone reservations or walk-in availability. Online booking systems provide accessibility and flexibility allowing customers to schedule appointments at their convenience without the constraints of business hours. Telephone reservations offer personalized assistance for customers who prefer direct communication and guidance. Additionally, walk-in availability caters to urgent or unplanned service needs, providing flexibility and responsiveness.

The accuracy and transparency of billing and payment processes are essential components of administrative quality. Customers expect clear and accurate billing statements that clearly outline the services rendered, associated costs and payment options. Transparent billing practices build trust and confidence in the service provider and reduce the likelihood of disputes or misunderstandings over charges. Furthermore, effective documentation and record-keeping are crucial for maintaining administrative quality. Service providers must maintain accurate and up-to-date records of customer information, appointments, treatments and transactions to ensure smooth and efficient service delivery. The administrative quality is essential for optimizing the customer experience and fostering satisfaction and loyalty.

2.2 Customer Relationship Management

Customer Relationship Management (CRM) is a strategic approach aimed at managing interactions and relationships with customers throughout their entire lifecycle with a business. It involves utilizing technology, processes and strategies to understand, anticipate, and respond to customers' needs and preferences effectively. CRM encompasses various activities, including customer acquisition, retention and satisfaction with the ultimate goal of fostering long-term relationships and maximizing customer value (Ramaj, 2015).

By implementing CRM strategies and technologies, businesses can enhance customer experiences across all stages of the customer lifecycle. From initial contact to post-purchase support, CRM enables businesses to deliver personalized and consistent

interactions that meet the unique needs and preferences of individual customers. This comprehensive approach to managing customer relationships fosters trust, satisfaction and loyalty among customers, ultimately driving long-term profitability and growth for the business.

2.2.1 CRM Organization

CRM Organization refers to the structural framework and operational processes established within a business to effectively manage customer relationships (Saeed, 2011). It involves the creation of dedicated teams, roles, and responsibilities aimed at implementing CRM strategies and initiatives across the organization. The primary goal of CRM organization is to ensure that customer-centric practices are integrated into all aspects of the business operations from marketing and sales to customer service and support. Key components of CRM organization include the establishment of CRM teams responsible for overseeing customer-related activities and initiatives. These teams may include CRM managers, analysts and specialists tasked with developing and implementing CRM strategies, managing customer data and monitoring customer interactions (Saeed, 2011).

Within CRM organization, it is imperative to define clear roles and responsibilities for employees engaged in customer-facing activities. This ensures that every individual within the organization comprehends their specific role in contributing to the delivery of exceptional customer experiences and is aligned with the overarching CRM objectives. CRM organization extends beyond team structure to encompass the development of comprehensive CRM policies, processes and procedures. This involves establishing guidelines and protocols for various aspects of customer relationship management, including the capture, storage and utilization of customer data, the management of customer interactions and the implementation of CRM technologies and tools. Additionally, businesses may establish criteria for selecting and implementing CRM technologies, along with protocols for training employees on their use and maximizing their effectiveness in improving customer experiences (Raman, 2013).

2.2.2 Knowledge Management

Knowledge management within the context of CRM involves the acquisition, creation, sharing and utilization of knowledge and insights related to customers and their

interactions with the business. It encompasses the processes, practices, and technologies employed by organizations to capture, organize and leverage knowledge assets effectively in order to enhance customer relationships and drive business success (Sentosa Ilham and Nejatian Hadi, 2006).

Additionally, knowledge management in CRM involves the dissemination of customer insights across the organization to ensure that relevant stakeholders have access to actionable information. This may include providing sales teams with detailed customer profiles to inform their sales strategies, equipping customer service representatives with relevant customer data to facilitate efficient issue resolution and empowering marketing teams with insights to personalize their communications and campaigns (Achari, 2023).

The knowledge management is a fundamental component of CRM that enables organizations to leverage customer insights and organizational knowledge to enhance customer relationships and drive business growth.

2.2.3 Technology Based CRM

Technology-based CRM revolutionizes customer relationship management by harnessing digital tools, platforms and systems to bolster interactions with customers. By leveraging technology solutions, businesses can automate, streamline and optimize various facets of customer engagement, data management and communication. This approach empowers organizations to efficiently manage customer relationships while delivering personalized experiences and maximizing operational efficiency. Whether through CRM software platforms, customer data analytics tools or integrated communication channels, technology-based CRM enables businesses to stay agile and responsive in meeting the evolving needs and expectations of their customers in today's digital time (Kumar, 2012).

In addition to CRM software solutions, technology-based CRM involves a multifaceted approach to customer relationship management that leverages various tools and platforms to optimize customer interactions and enhance business processes. Customer data analytics tools are instrumental in gaining deeper insights into customer behavior and preferences. By analyzing vast amounts of customer data, businesses can uncover valuable trends and patterns that inform strategic decision-making. These tools enable segmentation of customers based on diverse criteria such as demographics, purchase history and engagement level (Swift, 2001).

Technology-based CRM is defined as technologies such as artificial intelligence (AI), machine learning (ML) and chatbots to further enhance customer interactions and automate routine tasks. AI-powered chatbots, for instance can handle routine customer inquiries, provide personalized recommendations and even assist with sales and support activities. Technology-based CRM is pivotal in modern customer relationship management, empowering businesses to leverage digital tools and platforms to optimize customer engagement, streamline processes and drive business growth.

Technology plays a critical role in supporting knowledge management in CRM, with the use of CRM software solutions, analytics tools and knowledge bases to capture, analyze and disseminate customer insights. These technologies enable organizations to automate data capture processes, identify trends and patterns in customer behavior and deliver personalized experiences at scale.

2.3 Customer Satisfaction

Customer satisfaction is a concept that encompasses the overall perception and evaluation of a customer's experience with a product, service or brand. It is a vital metric for businesses as it directly correlates with customer loyalty, retention and advocacy (Nagel, 1990). Product or service quality stands as a cornerstone of customer satisfaction, representing a pivotal factor in shaping customers' perceptions and overall satisfaction levels.

Customer satisfaction is defined as a customer's overall appraisal of an experience. The customer's subjective assessment of the consumption experience, grounded on certain associations between the perceptions of customer and objective characteristics of the product. The comparison of the level of product or service performance, quality, or other outcomes perceived by the consumer with an evaluative standard are needed to measure satisfaction. Customer satisfaction leads to increased repeat purchase behavior and the inclination to refer and in the same way dissatisfied customers are unlikely to return. A satisfying experience can increase the consumer's intention to return (Rajput, 2020).

High-quality offerings not only fulfill immediate needs but also contribute to long-term satisfaction, as customers recognize and appreciate the value derived from their investment. Moreover, superior quality products or services often evoke positive emotions and sentiments, leading to heightened levels of satisfaction and loyalty among customers. Businesses that prioritize and uphold stringent quality standards not only enhance customer satisfaction but also establish a competitive edge in the market as satisfied customers are more inclined to advocate for the brand, driving positive word-of-mouth referrals and contributing to sustainable business growth.

Customer satisfaction serves as the bedrock upon which customer loyalty, repeat purchases and positive word-of-mouth recommendations are built. It is the culmination of a series of positive interactions and experiences between a customer and a business, leaving a lasting impression that influences future behaviors and perceptions. Businesses that prioritize customer satisfaction across all facets of their operations position themselves as customer-centric entities, committed to meeting and exceeding customer expectations at every touchpoint. Positive customer experiences lead to increased customer loyalty and more likely to revisit (Smith, 1993).

2.4 Revisit Intention

Revisit intention, also known as repurchase intention or repeat visitation refers to the likelihood or intention of a customer to revisit a particular business or establishment in the future. It is a crucial indicator of customer loyalty and satisfaction, reflecting the extent to which customers are inclined to engage with a brand repeatedly over time. Revisit intention is influenced by various factors including the overall customer experience, product or service quality, pricing, convenience and customer service. Customers with a high revisit intention are more likely to return to a business for future purchases or engagements, thereby contributing to increased customer lifetime value and revenue generation.

Revisit intention is to encourage the visitors being willing to revisit the similar place, for satisfactory experiences, and suggest the place to friends to develop the loyalty. Consumers create attitudes toward service providers based on their service experiences. This attitude can be consistent dislike or like for the service. Repurchase intention is a key

component of behavioral and attitudinal characteristics. The term "revisit intention" refers to a consumer's willingness to return to a same place again. Customer loyalty and commitment are fundamentally based on repurchase intention (Rajesh, 2014).

Conversely, customers with low revisit intention may seek alternatives or competitors for their future needs, potentially leading to lost sales and diminished brand loyalty. understanding and effectively managing revisit intention is paramount for businesses aiming to cultivate enduring relationships with their customer base and foster repeat business. This involves delving into the factors that influence revisit intention and actively addressing any issues or concerns that may hinder customers from returning. By conducting thorough analyses of customer feedback, behavior patterns and satisfaction levels, businesses can gain valuable insights into the drivers of revisit intention. (Soleimani & Einolahzadeh, 2018).

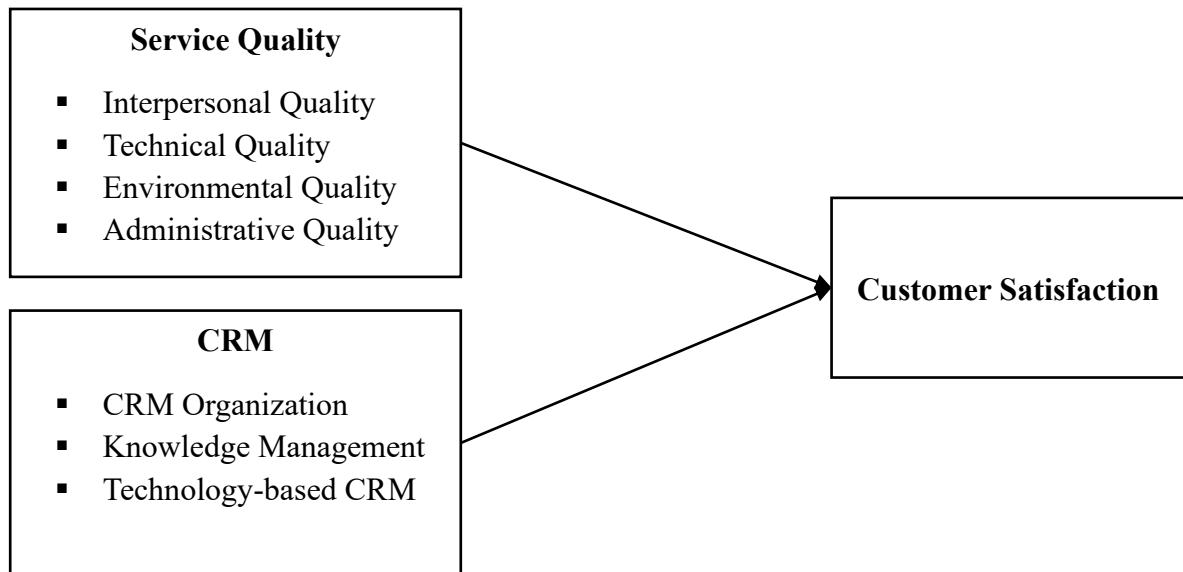
Addressing any areas of dissatisfaction or improvement opportunities is a fundamental aspect of fostering enhanced customer satisfaction, loyalty and retention. Businesses must proactively identify and rectify issues that may hinder customers from returning, thereby ensuring a positive and seamless customer experience. Implementing targeted strategies to mitigate potential obstacles to revisit intention is crucial in this endeavor.

2.5 Empirical Studies

Several studies have explored various factors that influence customer revisit intention, including service quality, customer satisfaction and customer relationship management (CRM). Numerous studies have highlighted the critical role of service quality in influencing customer revisit intention.

Firstly, Sriapirom's (2021) conducted to analyze the factors effecting the customer revisit intention within beauty clinics situated in the bustling city of Bangkok. Employing a quantitative methodology, the research involved the administration of online questionnaires distributed across various digital platforms, targeting a sample size comprising 385 respondents. In the Sriapirom model, the study illuminated the significant influence exerted by service quality and CRM practices on customer satisfaction. The conceptual framework of Sriapirom (2021) is described in Figure (2.1).

Figure (2.1) Conceptual Framework of Sriapirom

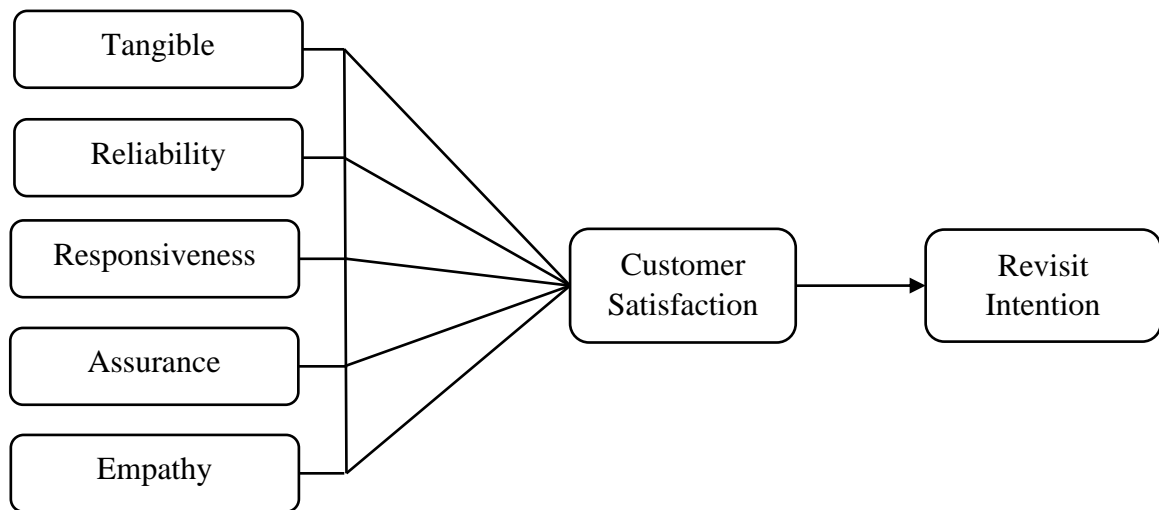


Source: Sriapirom (2021)

Figure (2.1) presents the conceptual framework of Sriapirom (2021) revealed that customer satisfaction was significantly affected by the service quality and the customer relationship management. The elements included within service quality are interpersonal quality, technical quality, environmental quality and administrative quality. CRM organization, knowledge management and technology-based CRM are used to study customer relationship management in this study. The finding underscores the criticality of prioritizing these elements within the operational framework of beauty clinics as their effective implementation can substantially enhance customer satisfaction, thereby augmenting the likelihood of customers returning for future engagements.

Secondly, the study conducted by Wandebori and Pidada (2017) offers valuable insights into the factors influencing revisit intention within the healthcare context, specifically focusing on Balimed Hospital in Denpasar, Bali. The research aimed to investigate the effect of service quality dimensions on customer satisfaction and the subsequent impact of customer satisfaction on patient revisit intention. By adopting a case study approach and leveraging the Partial Least Squares (PLS) model for data analysis, the study analyzed responses from 100 respondents. To ensure the high response rate, face to face interviews were conducted during the questionnaire distribution process. Moreover, based on observation the questionnaire was spread on the most operating service in the hospital which includes Polyclinics, ER and several inpatients treatment. The conceptual framework of Wandebori & Pidada (2017) is described in Figure (2.2).

Figure (2.2) Conceptual Framework of Wandebori & Pidada

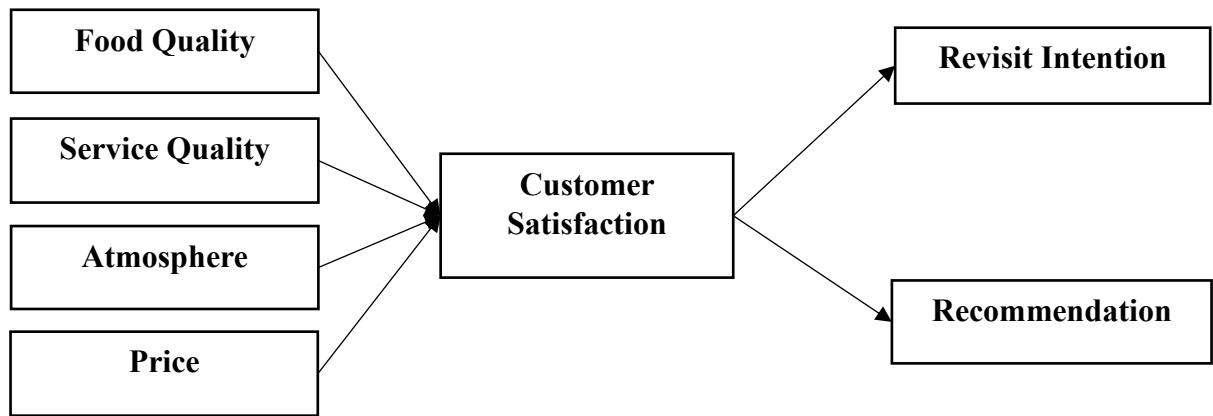


Source: Wandebori & Pidada (2017)

Figure (2.2) presents the conceptual framework of Wandebori and Pidada (2017) identified the dimensions of service quality including tangible, reliability, responsiveness, assurance and empathy on customer satisfaction and the effect of customer satisfaction on revisit intension of patients in Balimed Hospital. This study revealed that assurance and empathy as key dimensions of service quality that exerted a positive and significant influence on customer satisfaction. The other three factors such as tangible, reliability and responsiveness were proven to have positive influence on customer satisfaction but the effects were not significant. This research also uncovered a significant relationship between customer satisfaction and patient revisit intention indicating that higher levels of satisfaction are associated with an increased like hood of patients revisiting Balimed hospital for future healthcare needs.

Continuously, the study conducted by Chun and Ochir (2020) provides valuable insights into the factors influencing customer satisfaction, revisit intention, and likelihood of recommendation in the context of fast-food restaurants in Mongolia. Service quality of fast-food restaurants was measured with DINSERV scale in this study. Two restaurants namely Burger King and Burlin Burger in Mongolia were selected for this study. Data were collected through Google survey to 151 respondents. Data were analyzed using the statistical package SPSS. A structured questionnaire using a five-point Likert scale was used to collect the data.

Figure (2.3) Conceptual Framework of Chun & Ochir



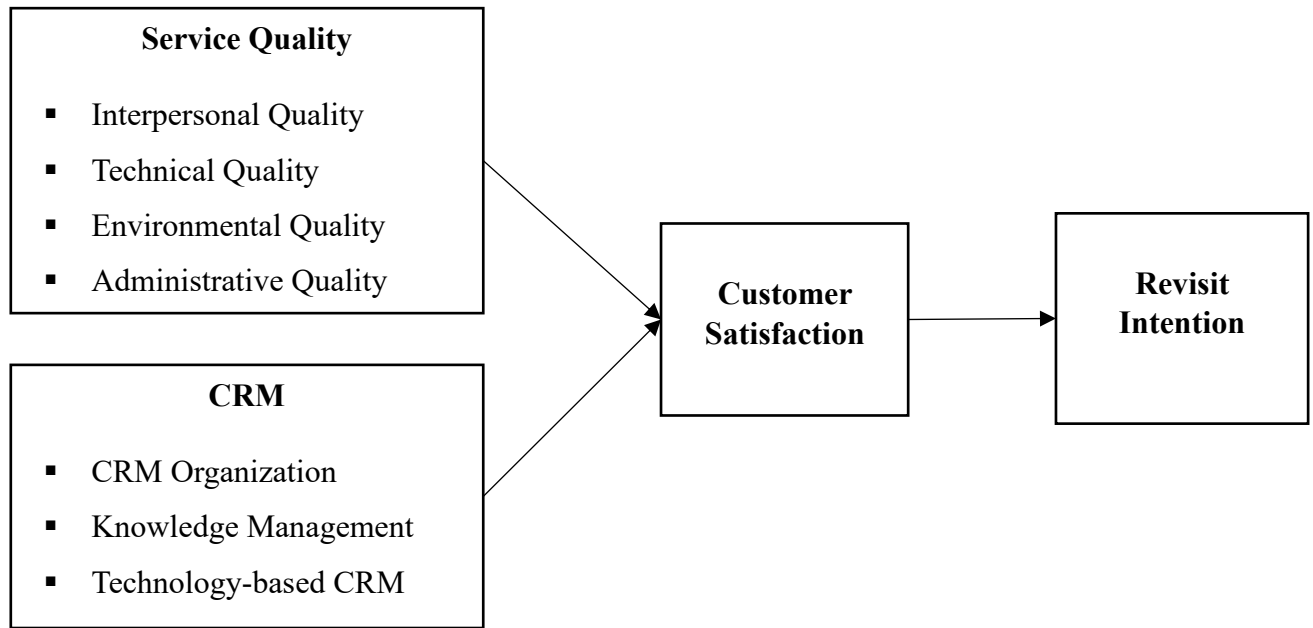
Source: Chun & Ochir (2020)

Figure (2.3) shows the conceptual framework of Chun and Ochir (2020) proposed to investigate how four service factors such as food quality, service quality, atmosphere and price affect the customer satisfaction, revisit intention and likelihood of recommendation. The findings of Chun and Nyam-Ochir's study revealed that factors, including food quality, service quality, price, and restaurant atmosphere, positively influenced customer satisfaction, revisit intention, and likelihood of recommendation for Mongolian fast-food restaurants. Moreover, this study analyzed significant of customer satisfaction on revisit intention and likelihood of recommendation to restaurants, aimed to provide insights into the dynamics of the fast-food industry in Mongolia and the implications for business operations.

2.6 Conceptual Framework of the Study

The conceptual framework of the study that showed in Figure (2.4), provides a visual representation of the interrelationships between key variables investigated in the research. At its core, the framework explains the central role of service quality and customer relationship management (CRM) in influencing customer satisfaction and revisit intention within the context of the Quality Care Aesthetic Clinic. The conceptual framework for this study is established based on previous research, as described in Figure (2.4).

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2023)

According to the conceptual framework, independent variables are service quality and customer relationship management. Four elements of service quality included in this study are interpersonal quality, technical quality, environmental quality and administrative quality. Three elements of CRM are CRM organization, knowledge management and technology-based CRM based on Sriapirom (2021). In first part, service quality and CRM are independent variables and customer satisfaction in dependent variables based on Sriapirom (2021). In the second part, customer satisfaction independent variable and revisit intention is dependent variable based on Wandebori & Pidada (2017) and Chun and Ochir (2020).

The framework proposes that service quality have the effect on customer satisfaction at the clinic. Customer relationship management (CRM) practices are depicted as pivotal factors influencing customer satisfaction. Effective service quality and CRM strategies are crucial for fostering positive patient-provider relationships, personalized communication, and feedback mechanisms, ultimately enhancing customer satisfaction. High levels of customer satisfaction are expected to affect patients' intentions to revisit the clinic for future treatments.

CHAPTER 3

PROFILE AND SERVICE QUALITY PRACTICES OF QUALITY CARE AESTHETIC CLINIC

This chapter provides the profile of Quality Care Aesthetic Clinic in Yangon, focusing on its services, facilities and customer-based practices. Then, the service quality practices and customer relationship management practices of the Quality Care Aesthetic Clinic are presented. Finally, the reliability test for variables and the demographic profile of the respondents are discussed.

3.1 Profile of Quality Care Aesthetic Clinic

Quality Care Aesthetic Clinic, founded in 2018, has quickly established itself as a premier destination for aesthetic treatments in the vibrant Kamayut township of Yangon. Boasting a team of 20 highly skilled professionals, the clinic is celebrated for its steadfast dedication to delivering unparalleled aesthetic solutions and services. Serving a diverse clientele, it offers an extensive range of state-of-the-art procedures meticulously crafted to target a wide spectrum of cosmetic concerns and elevate overall wellness. Quality Care Aesthetic Clinic takes pride in staying at the forefront of aesthetic innovation, consistently introducing cutting-edge treatments to meet the evolving needs of its discerning clientele. The clinic comprehensive suite of services encompasses a multitude of options tailored to individual preferences and goals from advanced skin rejuvenation therapies to transformative body contouring procedures.

Quality Care Aesthetic Clinic prioritizes the well-being and satisfaction of every client by providing personalized care and exceptional results. With a client-centric approach, the clinic ensures that each treatment plan is meticulously customized to address specific concerns and achieve optimal outcomes. Customers can trust in the clinic's expertise and dedication to delivering superior aesthetic experiences whenever they seek subtle enhancements or dramatic transformations. Quality Care Aesthetic Clinic remains dedicated to advancing its practice through ongoing education, research and investment in state-of-the-art technologies and embracing a philosophy of continuous improvement.

3.1.1 Mission and Vision of Quality Care Aesthetic Clinic

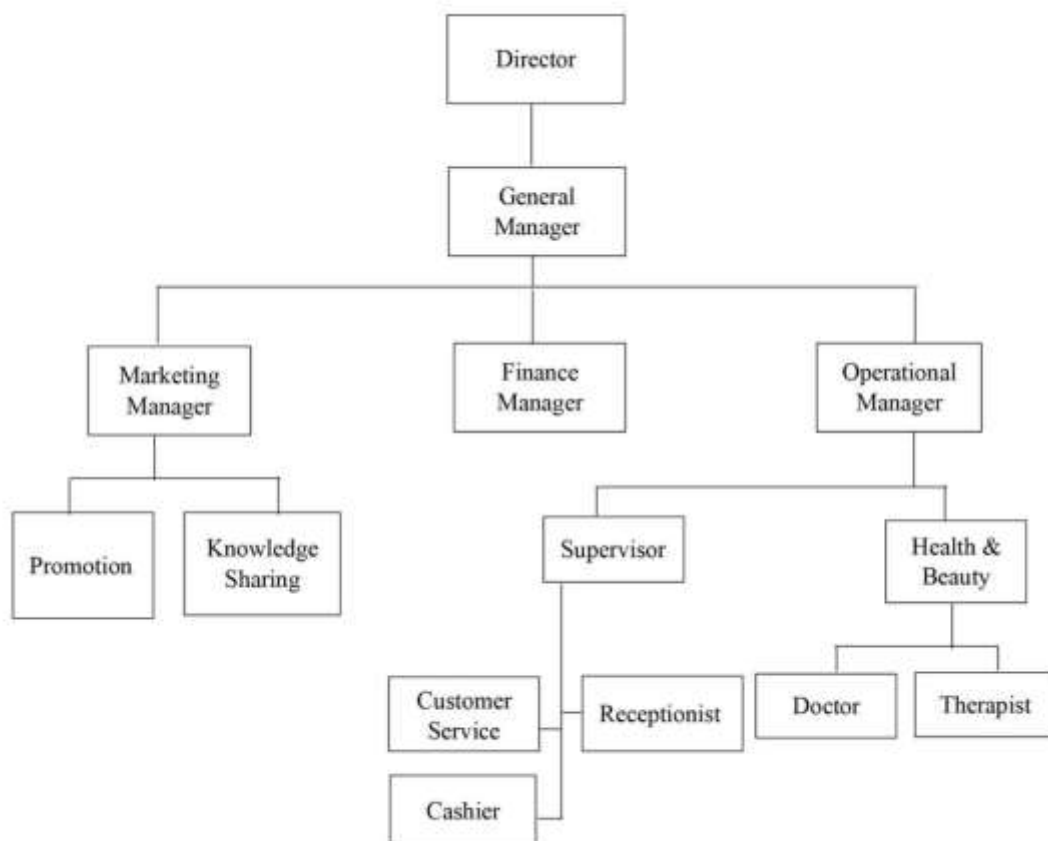
Mission of Quality Care Aesthetic Clinic is “To establish as a top destination and a beauty center for all aesthetic enhancements.”

Vision of Quality Care Aesthetic Clinic is “To provide our clients amazing makeovers and assist them in gaining confidence through both surgical and non-surgical methods.”

3.1.2 Organization Structure of Quality Care Aesthetic Clinic

The organization structure of Quality Care Aesthetic Clinic has flat structure, with few layers of management. This is a common structure for businesses, as it allows for quick decision-making and communication. Clinic operates with three main departments such as operation department, marketing department and finance and department. The organization structure of Quality Care Aesthetic Clinic is shown in Figure (3.1).

Figure (3.1) Organization Chart of Quality Care Aesthetic Clinic



Source: Quality Care Aesthetic Clinic (2024)

According to Figure (3.1), director and general manager are at the top level of the organization. Under the director and general manager there have three departments which are marketing department, finance department and operational department. Knowledge sharing and promotion departments are under marketing department. In operational department there have supervisor and health and beauty department. In health and beauty department, doctors and therapists and the supervisor control customer service, receptionist and cashier.

Marketing department, finance department and operational department are most important of Quality Care Aesthetic Clinic. Marketing department of Quality Care Aesthetic, including promotion and knowledge-sharing strategies for customers. Digital marketing is one of the most common used promotion strategies for announcing and promotions to customers. Send personalized mailers and postcards to prospective patients, highlighting special offers, new treatments, and clinic updates. In knowledge sharing for customers, publish informative content on social media covering topics such as skincare tips, treatment options, recovery guidelines, and industry trends. The Quality Care clinic develop comprehensive resources, such as FAQs, treatment guides and post-procedure instructions, to empower patients with the knowledge they need to make informed decisions and optimize results.

Finance department develop and oversee the implementation of financial plans, budgets, and forecasts aligned with the clinic's strategic goals. Maintain accurate and up-to-date financial records, including accounts payable, accounts receivable, general ledger entries, and expense tracking.

In operational department, there have operational manager and supervisor to oversee and manage in clinic. They make sure that everyone in receptionist, cashier and customer service area are doing their job correctly and efficiently. Supervisors provide guidance, support, and feedback to their team members to help them succeed. There are three doctors and four beauty therapists run the health and beauty session. The aesthetic doctor of the clinic treating various cosmetic concerns with precision and safety, ensuring optimal results aligned with patient expectations. They also educate patients on potential risks, benefits, and realistic outcomes, fostering informed decision-making. The beauty therapist complements this by providing personalized skincare routines, non-invasive treatments, and post-procedural care, ensuring patients maintain and enhance their aesthetic results over time. Together, they uphold the clinic's commitment to enhancing patient

confidence and well-being through a blend of medical expertise and personalized care to the patients.

3.2 Service Quality Practices of Quality Care Aesthetic Clinic

In the dominion of aesthetic medicine, service quality stands as a cornerstone of success, shaping the overall client experience and influencing their satisfaction and loyalty. At Quality Care Aesthetic Clinic, a steadfast commitment to excellence is evident in the meticulous practices and protocols employed to ensure the highest standards of service delivery. From the moment client's step through the doors, they are greeted with warmth, professionalism and personalized attention, setting the stage for a transformative journey towards enhanced well-being and self-confidence.

One of the trademarks of service quality at Quality Care Aesthetic Clinic lies in its emphasis on comprehensive consultations and individualized treatment plans. Previous to any procedure, clients undergo thorough assessments conducted by experienced practitioners who take the time to understand their unique concerns, goals and medical history. This personalized approach allows for the tailoring of treatments to suit each client's specific needs, ensuring optimal results and satisfaction. Moreover, the clinic prides itself on its commitment to utilizing cutting-edge technologies and techniques backed by scientific evidence and industry best practices. From state-of-the-art laser devices to premium-quality skincare products, every aspect of the treatment process is carefully curated to deliver safe, effective and clinically proven outcomes.

In addition to the technical proficiency of its practitioners and the quality of its equipment and products, the clinic places a strong emphasis on creating a welcoming and comfortable environment for its clients. From the soothing ambiance of its facilities to the attentive care provided by its staff, every detail is thoughtfully designed to enhance the overall client experience and foster a sense of trust and relaxation. Furthermore, Quality Care Aesthetic Clinic prioritizes transparency and open communication throughout the client journey. Clients are fully informed about the details of their chosen procedures, including potential risks, benefits and expected outcomes, empowering them to make informed decisions about their care. Additionally, the clinic remains accessible to client's post-treatment providing ongoing support, guidance, and follow-up care to ensure their continued satisfaction and well-being.

3.2.1 Interpersonal Quality Practices of Quality Care Aesthetic Clinic

Interpersonal quality, characterized by effective communication, empathy and rapport-building, lies at the heart of the client-provider relationship within Quality Care Aesthetic Clinic. Recognizing the significance of interpersonal dynamics in ensuring client satisfaction and fostering trust, the clinic prioritizes practices that promote meaningful engagement and collaboration between clients and practitioners.

At Quality Care Aesthetic Clinic, interpersonal quality begins with the initial point of contact, where clients are greeted with warmth, respect and genuine interest in their concerns and aspirations. Reception staff are trained to create a welcoming atmosphere and establish rapport, setting the tone for positive interactions throughout the client's journey. During consultations and treatment sessions, practitioners at the clinic demonstrate exceptional interpersonal skills, actively listening to clients' needs, addressing their questions and concerns and providing reassurance and support. Through empathetic communication and a non-judgmental approach, practitioners strive to create a safe and conducive environment where clients feel valued, understood, and empowered to express their desires and preferences.

Moreover, the clinic emphasizes the importance of building trust and rapport over time, recognizing that strong interpersonal connections are key to fostering long-term client relationships and loyalty. Practitioners take the time to establish rapport with clients, demonstrating empathy, respect and understanding, and maintaining open lines of communication throughout the treatment process. In addition to interpersonal interactions during consultations and treatments, Quality Care Aesthetic Clinic leverages various communication channels to stay connected with clients and address their needs and concerns. Whether through phone calls, emails, or social media platforms, the clinic ensures that clients have multiple avenues to reach out and receive timely assistance and support. Also, the clinic places a strong emphasis on continuous training and professional development for its staff, equipping them with the interpersonal skills and communication techniques necessary to excel in client interactions.

3.2.2 Technical Quality Practices of Quality Care Aesthetic Clinic

Technical quality practices at Quality Care Aesthetic Clinic reflect a commitment to excellence in delivering safe, effective and state-of-the-art aesthetic treatments and procedures. With a focus on precision, expertise and adherence to best practices, the clinic ensures that clients receive high-quality care and optimal outcomes. Firstly, the clinic invests in cutting-edge technology, equipment and facilities to support the delivery of advanced aesthetic treatments. From laser devices and injectables to non-invasive procedures, the clinic maintains a comprehensive range of tools and technologies to address diverse client needs and preferences.

In addition to technological advancements, technical quality practices at the clinic are underpinned by the expertise and proficiency of its practitioners. The clinic boasts a team of highly skilled and experienced professionals, including dermatologists, plastic surgeons and aesthetic specialists who undergo rigorous training and certification to stay abreast of the latest developments in the field. Before administering any treatment or procedure, practitioners at Quality Care Aesthetic Clinic conduct thorough assessments and consultations to evaluate clients' suitability and customize treatment plans based on their unique goals, concerns and medical history. This personalized approach ensures that clients receive tailored solutions that align with their expectations and deliver optimal results.

During treatment sessions, practitioners adhere to strict safety protocols and guidelines to minimize risks and complications while maximizing efficacy and comfort. From sterile techniques and proper hygiene practices to precise injection and application methods, the clinic upholds the highest standards of technical proficiency and professionalism. Furthermore, the clinic prioritizes ongoing quality assurance and improvement initiatives to continuously enhance its technical capabilities and service delivery processes.

3.2.3 Environmental Quality Practices of Quality Care Aesthetic Clinic

Environmental quality practices at Quality Care Aesthetic Clinic are exactly designed to ensure that every aspect of the clinic's environment contributes to the well-being and satisfaction of its clientele. At the heart of these practices is a persistent commitment to providing a clean, safe and aesthetically pleasing space where clients can undergo treatments with peace of mind. To uphold cleanliness and hygiene standards, the

clinic implements rigorous cleaning protocols that encompass all areas of the facility from the waiting room to the treatment rooms. Trained staff members adhere to strict sanitation procedures, using medical-grade disinfectants and sterilization techniques to eliminate germs, bacteria and contaminants. Regular cleaning schedules are maintained to ensure that surfaces, equipment and furnishings remain pristine and free from any potential health hazards.

In addition to cleanliness, the clinic places a strong emphasis on creating a welcoming and calming ambiance for clients. Thoughtful interior design elements, such as soft lighting, soothing colors and comfortable seating are strategically incorporated to evoke a sense of relaxation and tranquility. Clients are greeted with a warm and inviting atmosphere that helps alleviate any anxiety or apprehension they may have about their aesthetic procedures.

Safety is dominant at Quality Care Aesthetic Clinic and comprehensive measures are in place to safeguard both clients and staff. Emergency response plans are established to address any unforeseen incidents promptly and efficiently, ensuring that the clinic is equipped to handle medical emergencies with professionalism and care. Strict adherence to safety protocols, including proper handling and disposal of hazardous materials, further enhances the clinic's commitment to maintaining a secure environment for everyone. Moreover, the clinic is dedicated to promoting sustainability and eco-conscious practices as part of its environmental quality initiatives. Recycling programs are implemented to minimize waste generation while energy-efficient appliances and lighting fixtures help reduce the clinic's carbon footprint. The environmental quality practices at Quality Care Aesthetic Clinic are integral to its mission of providing exceptional care and service to its clients.

3.2.4 Administrative Quality Practices of Quality Care Aesthetic Clinic

Administrative quality practices at Quality Care Aesthetic Clinic encompass a comprehensive approach to ensuring efficient and client-centric administrative processes. With a focus on enhancing the overall patient experience and optimizing operational efficiency, the clinic employs various strategies and protocols to streamline administrative tasks and facilitate seamless interactions with clients. One of the key administrative quality practices employed by the clinic is the implementation of advanced appointment scheduling

and management systems. By leveraging technology-driven solutions such as online booking platforms or appointment management software, clients can easily schedule appointments and manage their healthcare appointments according to their convenience. This approach not only reduces wait times and improves accessibility but also enhances overall client satisfaction.

In addition to efficient appointment scheduling, the clinic places a strong emphasis on personalized customer service throughout the administrative process. Trained administrative staff members are dedicated to providing attentive and responsive assistance to clients, addressing their inquiries and guiding them through the appointment booking and registration process with professionalism and courtesy. This personalized approach helps foster positive relationships with clients and ensures a positive experience at every interaction point. Also, the clinic prioritizes the confidentiality and security of patient information through robust data management practices.

Moreover, transparent and clear communication regarding financial transactions and billing procedures is integral to the clinic's administrative quality practices. Clients are provided with detailed information about service fees, payment options and insurance coverage, empowering them to make informed decisions about their healthcare expenses. Trained billing personnel are available to assist clients with any billing-related inquiries or concerns, ensuring transparency and accuracy in financial transactions.

3.3 Customer Relationship Management (CRM) Practices of Quality Care Aesthetic Clinic

Customer Relationship Management (CRM) practices at Quality Care Aesthetic Clinic are geared towards fostering strong, long-term relationships with clients by providing personalized care and attentive support throughout their aesthetic journey. Through a combination of tailored communication strategies, efficient appointment management, and proactive client engagement, the clinic aims to enhance customer satisfaction, loyalty and retention. One of the core CRM practices employed by the clinic is the implementation of a client-centric approach to service delivery. From the initial consultation to post-treatment follow-ups, clients are treated with empathy, respect and professionalism, ensuring that their individual needs and preferences are understood and

addressed. This personalized approach helps build trust and rapport with clients, fostering a positive and supportive patient-provider relationship.

Effective communication is another cornerstone of CRM practice at the clinic. Applying various communication channels such as phone calls, emails and SMS notifications, the clinic keeps clients informed and engaged throughout their treatment journey. Appointment reminders, treatment updates, and post-procedure care instructions are communicated promptly and clearly, ensuring that clients feel supported and well-informed at every step.

Moreover, the clinic places a strong emphasis on proactive client engagement and relationship-building initiatives. This includes regular client outreach activities such as satisfaction surveys, feedback sessions and loyalty programs aimed at soliciting client input, addressing concerns, and rewarding loyalty. By actively seeking client feedback and incorporating their input into service improvements, the clinic demonstrates its commitment to continuous quality improvement and client satisfaction. Furthermore, CRM practices at the clinic extend beyond individual interactions to encompass comprehensive client data management and analysis. By maintaining detailed client profiles and treatment histories, the clinic gains valuable insights into client preferences, behavior patterns and treatment outcomes. This data-driven approach enables the clinic to tailor its services to meet the evolving needs of clients, anticipate their preferences, and personalize their treatment experiences.

3.3.1 CRM Organization of Quality Care Aesthetic Clinic

CRM Organization at Quality Care Aesthetic Clinic is exactly structured to ensure seamless coordination and efficient management of client relationships throughout their aesthetic experience. The organizational framework is designed to facilitate clear communication channels, defined roles, and standardized processes, thereby enhancing the overall quality of client interactions and satisfaction. One of the key characteristics of CRM Organization is the description of clear roles and responsibilities for staff members involved in client-facing activities. Each team member, whether they are front-line receptionists, treatment specialists or administrative staffs are assigned specific duties and trained to deliver exceptional service in their respective roles. This ensures that every client

interaction is handled with professionalism, consistency and attention to detail, fostering trust and confidence in the clinic's services.

Moreover, CRM Organization encompasses the development and implementation of standardized policies, procedures, and protocols governing client interactions and service delivery. These guidelines ensure consistency and reliability in the delivery of services, minimize errors and misunderstandings and enhance overall client satisfaction. From appointment scheduling and treatment protocols to billing procedures and post-procedure care instructions, every aspect of the client experience is carefully orchestrated to meet the highest standards of quality and professionalism.

CRM Organization involves the integration of technology solutions and tools to streamline client management processes and enhance efficiency. The clinic leverages CRM software systems to maintain comprehensive client databases, track client interactions and preferences and automate routine tasks such as appointment reminders and follow-up communications. This technology-driven approach enables the clinic to deliver personalized care, anticipate client needs, and provide timely and relevant support throughout the client lifecycle. Furthermore, CRM Organization emphasizes continuous training and professional development for staff members to ensure ongoing excellence in client service delivery.

3.3.2 Knowledge Management Practices of Quality Care Aesthetic Clinic

Knowledge management plays a pivotal role in enhancing the quality of customer relationship management (CRM) practices at Quality Care Aesthetic Clinic. The clinic recognizes the importance of capturing, sharing and leveraging knowledge to improve service delivery, customer satisfaction, and overall business performance. At Quality Care Aesthetic Clinic, knowledge management involves the systematic collection, organization and dissemination of information related to aesthetic treatments, customer preferences, industry trends and best practices. This knowledge is gathered from various sources, including internal staff expertise, external training programs, industry publications and customer feedback.

The clinic ensures that staff members have easy access to accurate and up-to-date knowledge, enabling them to deliver informed and personalized service to clients. Moreover, knowledge management at Quality Care Aesthetic Clinic involves the

development of standardized procedures and protocols for documenting and sharing knowledge. Staff members are trained to capture relevant information during client interactions, such as treatment preferences, medical history and post-procedure care instructions. This information is then stored in the knowledge repository and made accessible to other team members as needed, facilitating seamless communication and collaboration across the clinic.

Additionally, the clinic encourages a culture of continuous learning and knowledge sharing among staff members. Regular training sessions, workshops and knowledge-sharing forums are organized to provide opportunities for staff to enhance their skills, stay updated on industry developments and exchange insights and experiences with their peers. This collaborative approach not only fosters a sense of teamwork and camaraderie but also ensures that staff members are equipped with the knowledge and expertise needed to meet the diverse needs of clients effectively. Furthermore, knowledge management practices are integrated into the clinic's CRM processes to optimize client interactions and experiences.

3.3.3 Technology Based CRM Practices of Quality Care Aesthetic Clinic

Technology-based customer relationship management (CRM) practices are integral to the operations of Quality Care Aesthetic Clinic, leveraging digital tools and platforms to enhance client interactions, streamline processes and optimize service delivery. The clinic recognizes the importance of leveraging technology to effectively manage client relationships and deliver exceptional experiences across all touchpoints. One of the key technology-based CRM practices employed by Quality Care Aesthetic Clinic is the utilization of CRM software solutions. These software platforms are specifically designed to centralize client data, streamline communication and provide insights into client preferences and behaviors.

Furthermore, the clinic integrates customer data analytics tools into its CRM practices to gain actionable insights into client behavior and preferences. These tools enable the clinic to analyze client data, identify trends and segment clients based on factors such as treatment history, preferences and demographics. By leveraging data analytics, the clinic can personalize marketing efforts, target client communications and optimize service offerings to better meet the needs of its diverse clientele.

Additionally, Quality Care Aesthetic Clinic embraces various communication channels to facilitate seamless client interactions. These channels may include email marketing platforms, social media management tools and live chat systems, allowing the clinic to engage with clients across multiple touchpoints. Integrated communication channels enable the clinic to provide timely responses to client inquiries, deliver personalized recommendations and resolve issues efficiently, thereby enhancing overall client satisfaction.

3.4 Demographic Profile of Respondents

In order to understand the demographic profile of the respondents, Quality Care Aesthetic Clinic conducts thorough research and analysis to gather pertinent information about its clients. Through online questionnaire survey method, the clinic gathers demographic data such as gender, age, education level, occupation, income level and marital status.

The demographic profile of the respondents provides valuable insights into the clinic's target market and helps tailor its services to meet the diverse needs and preferences of its clientele. By analyzing demographic data, the clinic can identify trends, preferences and areas for improvement, allowing it to enhance customer satisfaction and loyalty. The inclusion of a total of 145 individuals in the study sample ensures a representative and statistically significant dataset for analysis. By selecting this sample size using the Raosoft sample size calculator, the study aims to achieve a balance between precision and feasibility. This sample size allows for a robust analysis of the data collected through the online questionnaire survey method. Table (3.1) provides a comprehensive overview of the demographic composition of the respondents participating in the study, shedding light on various aspects of their backgrounds and characteristics.

Table (3.1) Demographic Profile of Respondents

Sr No.	Profile of respondents	Description	No. of Respondents	Percentage
		Total	145	100.0
1	Gender	Male	43	29.7
		Female	102	70.3
2	Age (Years)	20-30 years	62	42.8
		31-40 years	62	42.8
		41-50years	16	11.0
		51-60 years	5	3.4
3	Educational Level	Diploma	24	16.6
		First Degree	102	70.3
		Master	16	11.0
		PhD	3	2.1
4	Occupation	Dependent	25	17.2
		Junior Level Staff	50	34.5
		High Level Staff	54	37.2
		Business Owner	16	11.1
5	Income Level (MMK)	Under 300,000	30	20.7
		300001-1000000	42	29.0
		1000001-2000000	41	28.2
		2000001 and above	32	22.1
6	Marital Status	Single	77	53.1
		Married	55	37.9
		Divorced	9	6.2
		Widowed	4	2.8

Source: Survey Data (2024)

Beginning with gender distribution, it is evident that the majority of participants were female, constituting 70.3% of total sample. This predominance of female respondents suggests that women are more likely to engage with aesthetic clinic services, reflecting a trend commonly observed in cosmetic industry. Conversely, male respondents accounted for 29.7% of sample indicating smaller but still notable representation among the study participants. Exploring age demographics, data reveal a diverse distribution across different age groups. The largest proportions were observed within the 20-30 years and 31-40 years categories, each comprising 42.8% of the sample. This indicates a significant presence of young to middle-aged individuals seeking aesthetic treatments, aligning with the demographic often targeted by cosmetic clinics for their services.

Educational attainment among the respondents varied, with the majority holding a first degree, representing 70.3% of the sample. This suggests that a substantial portion of the participants had completed undergraduate studies indicating a relatively high level of education within the sample population. Furthermore, smaller percentages are diploma degree holders (16.6%), master degree holders (11.0%) or PhD degree holders (2.1%) reflecting a diverse educational background among the respondents. Regarding occupational status, data illustrate a heterogeneous mix of respondents from different professional backgrounds. High-level staff constituted the largest group at 37.2%, followed closely by junior-level staff (34.5%), business owners (11.1%) and dependents (17.2%). This diversity highlights the broad appeal of aesthetic clinic services across various occupational roles and underscores the importance of catering to the needs of diverse customer segments within the market.

Income levels among the respondents were also diverse, with notable percentages distributed across different income brackets. Nearly 30% fell into the income range of 300,001 to 1,000,000 MMK, while approximately 28.2% earned between 1,000,001 and 2,000,000 MMK. Additionally, 22.1% had incomes exceeding 2,000,001 MMK indicating a significant segment of relatively higher-income earners within the sample. This suggests that aesthetic clinic services are accessible to individuals across a wide range of income levels. Finally, marital status exhibited a varied distribution, with single individuals representing the majority at 53.1%, followed by married respondents at 37.9%. A smaller percentage were divorced (6.2%) or widowed (2.8%). This diversity in marital status underscores the importance of understanding the preferences and needs of individuals from different relationship statuses when delivering aesthetic clinic services.

3.5 Reliability Analysis

Reliability analysis is essential in quantitative research to ensure the consistency and stability of measurement instruments. Through statistical techniques like Cronbach's alpha coefficient, internal consistency is measured, highlighting any inconsistencies in the questionnaire items. Cronbach's alpha coefficients values are a measure of internal consistency reliability, ranging from 0 to 1. Typically, Alpha values between 0.60 and 0.80 are generally regarded as acceptable and good, whereas values close to 1.0 indicate great internal consistency reliability. Alpha values below 0.60 are considered to be poor.

Table (3.2) presents the results of the reliability analysis conducted for each variable included in the study. Cronbach's alpha coefficients were calculated to assess the internal consistency reliability of the measurement scales used in the questionnaire.

Table (3.2) Reliability Analysis of the Variables

No.	Variables	Cronbach's Alpha	No. of Items
1	Interpersonal Quality	0.793	9
2	Technical Quality	0.777	6
3	Environmental Quality	0.860	7
4	Administrative Quality	0.777	7
5	CRM Organization	0.830	7
6	Knowledge Management	0.772	6
7	Technology-based CRM	0.752	6
8	Customer Satisfaction	0.799	10
5	Revisit Intension	0.800	10

Source: Survey Data (2024)

The reliability analysis, an essential aspect of quantitative research, serves to validate the consistency and reliability of the measurement instruments employed in the study. According to Table (3.2), the Cronbach's alpha coefficients obtained for different

categories within the study range from 0.752 to 0.860, indicating a satisfactory level of internal consistency overall. Specifically, dimensions such as interpersonal quality, technical quality, environmental quality, knowledge management, technology-based CRM, customer satisfaction, and revisit intention exhibit robust reliability, with coefficients ranging from 0.752 to 0.860. These findings suggest that the items comprising these dimensions reliably measure the intended constructs, thereby ensuring the integrity of the data collected. Therefore, it is reliable to conduct further analysis.

CHAPTER 4

ANALYSIS ON THE EFFECT OF SERVICE QUALITY AND CRM ON CUSTOMER SATISFACTION AND REVISIT INTENTION

This Chapter analyses the effect of service quality and customer relationship management (CRM) practices on customer satisfaction and revisit intention of the Quality Care Aesthetic Clinic in Yangon. The analysis is carried out by distributing structured questionnaires with five-point Likert scales to 145 respondents. The responses are interpreted in line with Best (1977) as follows: The range of numbers between 1.00 and 1.80 is considered to be strongly disagree, 1.81-2.60 is considered to be disagree, 2.61-3.40 is considered to be neither agree nor disagree, 3.41-4.20 is considered to be agree, and 4.21–5.00 is considered to be strongly agree.

4.1 Analysis of Service Quality

In this section, the analysis focuses on evaluating the dimensions of service quality including the interpersonal quality, technical quality, environmental quality and administrative quality of the Quality Care Aesthetic Clinic. All the variables of service quality are measure with mean, overall mean and standard deviation. A high level of service quality enhances customer satisfaction by building trust, fostering positive emotions and meeting or exceeding customer needs and preferences. To facilitate data entry, Microsoft Office (2010) is utilized, while SPSS software is employed for calculating mean scores and standard deviations.

4.1.1 Interpersonal Quality

Structured questionnaires are used to find out the interpersonal quality within the Quality Care Aesthetic Clinic. Based on the findings, the study presents the mean, overall mean and standard deviation for interpersonal quality.

Table (4.1) Interpersonal Quality in Quality Care Aesthetic Clinic

No.	Description	Mean	Std. Deviation
1	Demonstrating attentiveness to any information.	4.30	0.660
2	Aware of customer needs always.	4.38	0.646
3	Giving consistently full attention.	4.28	0.712
4	Discussions with staff are smooth.	4.42	0.704
5	Providing clear explanations for understanding.	4.19	0.697
6	Responding to customer's inquiries promptly.	3.98	0.595
7	Cheerful interactions with staff are frequent.	4.05	0.616
8	Sharing life's pleasures and concerns beyond health.	4.15	0.593
9	Development of close friendship with staff	3.98	0.595
	Overall Mean	4.19	

Sources: Survey Data (2024)

According to Table (4.1), smooth discussion with the staff has the highest mean score of 4.42 which indicates strong agreement by the respondents. It shows that staffs are actively listening to clients' needs, addressing their questions and concerns and providing reassurance and support very well. Staff readiness to respond to inquiries and the development of close relationships with clients have the lowest mean score of 3.98 which is the agreed level. It shows respondents are agreed with the clinics' welcoming atmosphere and ready to help throughout the client's journey. The overall mean score of 4.19, which indicate that respondents are agree with the interpersonal quality within the clinic. It means that clinic is practicing good interpersonal interaction to develop positive client relationships.

4.1.2 Technical Quality

Structured questionnaires are used to find out the technical quality of Quality Care Aesthetic Clinic. Based on the findings, the study presents the mean, overall mean and standard deviation for the technical quality.

Table (4.2) Technical Quality in Quality Care Aesthetic Clinic

No.	Description	Mean	Std. Deviation
1	Perception of enhanced treatment outcomes at the clinic.	4.22	0.777
2	Receiving confidence during each clinic visit regarding exceptional results.	4.23	0.635
3	Belief in the clinic's treatment efficacy.	3.96	0.665
4	Professionalism and high level of training observed in clinic staff.	4.03	0.794
5	Deriving satisfaction from the quality of care received at the clinic.	4.17	0.720
6	Utilizing excellent quality medical equipment at the clinic.	4.30	0.700
	Overall Mean	4.15	

Sources: Survey Data (2024)

According to Table (4.2), customers believe that the clinic is utilizing excellent quality medical equipment have the highest mean value of 4.30 which indicate strong agreement by the respondents. It means that clinic invest in tools and technologies to address diverse client needs and preferences. Belief in the clinic's treatment efficacy has a lowest mean value of 3.96 which is the agreed level. It means that clinic has a team of highly skilled and experienced aesthetic specialists who undergo rigorous training and certification to stay abreast in the field. Since the overall mean score is 4.15, respondents are agreed with technical quality of Quality Care Aesthetic Clinic. It means that clinic focuses on delivering effective and high-quality aesthetic treatments.

4.1.3 Environment Quality

Structured questionnaires are used to find out the environment quality of Quality Care Aesthetic Clinic. The mean, overall mean and standard deviation for the environment quality is shown based on the findings.

Table (4.3) Environment Quality in Quality Care Aesthetic Clinic

No.	Description	Mean	Std. Deviation
1	Clinic's decoration provides comfort.	4.23	0.656
2	Clinic displays a pleasant appeal.	3.99	0.612
3	Clinic's decoration looks impress while first visit.	3.84	0.788
4	Clinic's environment is enhanced by appropriate lighting.	3.97	0.656
5	Clinic boasts a pleasing atmosphere.	4.17	0.794
6	Clinic's atmosphere is enhanced by maintaining a suitable temperature.	4.29	0.735
7	Clinic's atmosphere is enhanced by a pleasant aroma.	4.31	0.829
	Overall Mean	4.12	

Sources: Survey Data (2024)

According to Table (4.3), clinic's atmosphere is enhanced by a pleasant aroma have the highest mean score of 4.31 indicates strong agreement by the respondents. It shows that staffs adhere to strict sanitation procedures and using medical-grade disinfectants to eliminate bacteria and unpleasant odour. The clinic's decoration looks impress while first visit has the lowest mean score of 3.84 implies the agreed level. This shows that clinics' thoughtful interior design, such as soft lighting, soothing colors and comfortable seating are strategically incorporated to evoke a sense of relaxation. The overall mean score of 4.12 shows that respondents are agree to the environment quality of the clinic. These findings highlight the importance of creating a conducive and enjoyable environment to complement the aesthetic treatments offered at the clinic.

4.1.4 Administrative Quality

Structured questionnaires are used to find out the administrative quality observed within Quality Care Aesthetic Clinic. The mean scores and standard deviations associated with each attribute provide insights into the efficiency and effectiveness of administrative processes and procedures at the clinic.

Table (4.4) Administrative Quality in Quality Care Aesthetic Clinic

No.	Description	Mean	Std. Deviation
1	Have minimal waiting times.	3.87	0.810
2	Running with punctual schedule for appointments.	3.94	0.685
3	Having efficient registration processes.	4.10	0.752
4	Having convenient operating hours for customers.	3.97	0.623
5	Offering comprehensive treatment to customers.	4.08	0.774
6	Seeking feedback on insufficient treatment results.	3.81	0.745
7	Offering additional services to customers.	3.97	0.661
	Overall Mean	3.96	

Sources: Survey Data (2024)

According to Table (4.4), having efficient registration processes is the highest mean score of 4.10 which is the agreed level. It indicates that the clinic prioritizes in having convenience and ease of access to the clinic services. Seeking feedback on insufficient treatment results is the lowest mean score of 3.81 which is the agreed level. Trained staffs are address to the post-procedure follow up program for clear explanation to instruction and respond to clients' complaints efficiently. The overall mean score of 3.96 implies respondents are agree to administrative quality of the clinic. It indicates that clinic encompass a comprehensive approach to ensuring efficient and client-centric administrative processes.

4.2 Analysis of Customer Relationship Management (CRM)

CRM organization, knowledge management and technology-based CRM are used to measure the customer relationship management (CRM) practices at Quality Care Aesthetic Clinic in this section. Clinic utilize CRM practices to enhance customer satisfaction and facilitate customer retention. Based on the findings, the study presents the mean, overall mean and standard deviation for the customer relationship management (CRM) practices at Quality Care Aesthetic Clinic.

4.2.1 CRM Organization Practices

Structured questionnaires are used to find out the Customer Relationship Management (CRM) practices implemented at Quality Care Aesthetic Clinic, shedding light on various aspects of patient engagement and satisfaction.

Table (4.5) CRM Organization Practices in Quality Care Aesthetic Clinic

No.	Description	Mean	Std. Deviation
1	Clinic's sales and marketing support CRM.	3.87	0.810
2	Staff remembers patient's needs and history.	3.94	0.685
3	Regular customers get exclusive rates.	4.10	0.752
4	Seeking feedback to improve.	3.91	0.686
5	Customer can submit reviews online.	3.94	0.685
6	Database tracks customer's preferences.	3.79	0.669
7	Offering referral incentives to customers.	4.03	0.794
	Overall Mean	3.94	

Sources: Survey Data (2024)

According to Table (4.5), patients appreciate the incentive of exclusive rates for regular customers has the highest mean score of 4.10 which implies agreed level. Regular customers can enjoy incentive like discounted treatments, exclusive access to special events or priority booking. Database tracks patient preferences has the lowest mean score of 3.79 which implies agreed level. It shows that the clinic give attention to maintain

comprehensive client databases, track client interactions and preferences. Overall mean score of 3.94 shows that respondents are agree to CRM organization practices of the clinic. It means that the Quality Care Aesthetic Clinic performs well in CRM organization practices to manage customer relationships effectively.

4.2.2 Knowledge Management

Structured questionnaires are used to find out the Knowledge Management practices adopted by Quality Care Aesthetic Clinic, providing valuable insights into how the clinic manages and disseminates information to enhance service delivery and customer satisfaction.

Table (4.6) Knowledge Management in Quality Care Aesthetic Clinic

No.	Description	Mean	Std. Deviation
1	Ensuring prompt assistance to clients.	4.17	0.794
2	Offers various communication channels.	4.29	0.735
3	Immediate support is available to clients.	4.31	0.829
4	Knowledge management maintains service standards.	3.87	0.810
5	Regular evaluations ensure system relevance.	3.94	0.685
6	Staff engage in knowledge sharing activities.	4.08	0.774
	Overall Mean	4.11	

Sources: Survey Data (2024)

According to Table (4.6), immediate support is available to clients has the highest mean score of 4.31 indicate strong agreement. The clinic's staff members provide timely assistance and information when needed throughout the patients' aesthetic journey. The clinic's integration of knowledge management practices into its quality assurance processes receives a lowest mean score of 3.87 indicate agreed level. The clinic ensures that staff members have easy access to accurate and up-to-date knowledge, enabling them to deliver informed and personalized service to clients. The overall mean score of 4.11 implies agreement to knowledge management practices of the clinic. This indicates that knowledge

management practices are integrated into the clinic's CRM processes to optimize client interactions and experiences.

4.2.3 Technology-based CRM

Structured questionnaires are used to find out the Technology-based Customer Relationship Management (CRM) practices implemented by Quality Care Aesthetic Clinic, offering a comprehensive assessment of how technology is leveraged to enhance customer engagement, satisfaction and loyalty.

Table (4.7) Technology-based CRM in Quality Care Aesthetic Clinic

No.	Description	Mean	Std. Deviation
1	Clinic's sales and marketing support CRM.	4.29	0.735
2	Prioritizing patient needs and history.	3.78	0.672
3	Regular clients receive exclusive offers.	3.91	0.696
4	Service development is based on client feedback.	3.94	0.685
5	Patients can leave online reviews.	4.10	0.752
6	Database personalizes patient experiences.	4.29	0.735
	Overall Mean	4.05	

Sources: Survey Data (2024)

According to Table (4.7), clinic's sales and marketing support CRM has the highest mean score of 4.29 which indicate strong agreement. Clinic integrates customer data analytics tools to gain actionable insights into personalize marketing efforts, target client communications and optimize service offerings to meet the needs of its diverse clientele. Database personalizes patient experiences also has the highest mean score of 4.29 which indicates strong agreement by the respondents. It means that clinic gain actionable insights into client behavior and preferences through customer data analytics tools into its CRM practices. Prioritizing patient needs and history has the lowest mean score of 3.78 implies agree level. Overall mean score of 4.05 which indicates that respondents are agree with

technology-based CRM practices of Quality Care Aesthetic Clinic. It means that Quality Care Aesthetic Clinic performs well in leveraging technology-based CRM practices.

4.3 Analysis of Customer Satisfaction

In this section, the analysis encompasses an evaluation of clients' perceptions across different dimensions of service quality, including interpersonal interactions, technical proficiency, environmental ambiance, administrative efficiency and the effectiveness of customer relationship management practices.

Table (4.8) Customer Satisfaction in Quality Care Aesthetic Clinic

No.	Description	Mean	Std. Deviation
1	Offers convenient services in terms of time, location, and procedure.	4.10	0.752
2	Staff members are easily accessible for assistance.	3.97	0.623
3	Continuous care and assistance are consistently provided.	4.23	0.635
4	Cost of treatment at the clinic is reasonable.	3.79	0.669
5	Accepts various payment methods, including cash, credit card and online payments.	4.03	0.794
6	Patient preferences and concerns influence practice decision.	4.17	0.794
7	Discuss treatment details to assist in decision-making.	4.29	0.735
8	Every customer receives careful treatment from staff members.	4.31	0.829
9	Providing modern, effective medical equipment.	3.87	0.810
10	Awareness exists regarding the delivery of high-quality care.	3.94	0.685
	Overall Mean	4.07	

Sources: Survey Data (2024)

According to Table (4.8), every customer receives careful treatment from staff members with the highest mean score of 4.31 implies strong agreement. The clinic delivers

personalized recommendations and resolve issues efficiently to every client. Cost of treatment at the clinic is reasonable has the lowest mean score of 3.79 implies agreed level. Clinic is very careful about the appropriate pricing policy for its clients. The overall mean score is 4.07 which implies that respondents are agree with customer satisfaction of Quality Care Aesthetic Clinic. It means that clinic focus on customer satisfaction by meeting their expectations and delivering satisfactory experiences.

4.4 Analysis of Revisit Intention

Structured questionnaires are used to find out the revisit intention that’s critical metric which reflects customers' probability to return to the clinic for future treatments or services in Quality Care Aesthetic Clinic.

Table (4.9) Revisit Intention in Quality Care Aesthetic Clinic

No.	Description	Mean	Std. Deviation
1	Excellence in service provision.	4.17	0.794
2	More prefer this clinic for aesthetic treatment.	4.29	0.735
3	Willing to pay more for the clinic's services.	4.31	0.829
4	Highly favored by clients.	3.87	0.810
5	Remain loyal despite lower-priced alternatives.	3.94	0.685
6	Willing to share positive feedback about this clinic.	4.10	0.752
7	Recommend this clinic based on positive experiences.	3.97	0.623
8	Visit to this clinic more often.	4.08	0.774
9	Having confidence in care quality leads to revisit.	3.81	0.745
10	Loyalty drives customers to revisit this clinic.	3.97	0.661
	Overall Mean	4.05	

Sources: Survey Data (2024)

According to Table (4.9), willingness to pay extra to utilize the clinic's facilities with the highest mean score of 4.31 indicate strong agreement by the respondents. This indicates the clients’ confidence in the clinic's value proposition and their preference for its

services over other options. Having confidence in care quality leads to revisit has the lowest mean score of 3.81 implies agreed level. It means that the clinic strengthens trust and loyalty to the clients through enhanced communication, personalized care and ongoing engagement initiatives. The overall mean score of 4.05 indicates the respondents are agree with revisit intention of Quality Care Aesthetic Clinic. It means that clinic focuses on building trust and loyalty to ensure long-term success and sustainability in the competitive aesthetic clinic industry.

4.5 Effects of Service Quality on Customer Satisfaction in Quality Care Aesthetic Clinic

Table (4.10) presents the results of a regression analysis examining the effects of service quality attributes on customer satisfaction in Quality Care Aesthetic Clinic.

Table (4.10) Effects of Service Quality on Customer Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	VIF
	B	Std. Error	Beta			
(Constant)	0.186	0.168		1.107	.270	
Interpersonal Quality	0.081**	0.037	0.073	2.177	0.031	1.208
Technical Quality	0.202***	0.048	0.247	4.232	0.000	6.820
Environmental Quality	0.302***	0.051	0.326	5.935	0.000	3.640
Administrative Quality	0.367***	0.065	0.448	5.609	0.000	3.211
R Value	0.932					
R Square	0.869					
Adjusted R. Square	0.865					
F Value	231.686***					
Durbin Waston	1.836					

Source: Survey Data (2024)

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

According to the results shown in Table (4.10), R square and adjusted R square are 0.869 and 0.865 which means that this model can explain 86.5% about the variation of dependent (customer satisfaction) and independent variables (interpersonal quality,

technical quality, environmental quality and administrative quality). Therefore, the power of the model used to explain is consider as good. The F -value, the overall significance of the model, is 1% significant level. This specified model is valid. According to the result, Durbin-Watson value is 1.836 (acceptable level is between 1.5 and 2.5) showing there is no correlation in the sample. All the VIFs (Variance Inflation Factor) of independent variables are less than 10. And there is no problem of multi-collinearity among independent variables.

According to the result, interpersonal quality has positive significant effect on customer satisfaction at 5% level. Reception staff are trained to create a welcoming atmosphere and positive interactions throughout the client's journey at Quality Care Aesthetic Clinic. Practitioners at the clinic demonstrate empathetic communication and a non-judgmental approach, providing reassurance and support to every client. All the staff members at the clinic create a safe and conducive environment where clients feel valued, understood, and empowered to express their desires and preferences.

Technical quality is also positive and significant effect on customer satisfaction at 1% level. The Quality Care Aesthetic Clinic invests in excellent medical equipment and facilities to support the delivery of advanced aesthetic treatments. The clinic has a team of highly skilled and experienced professionals, who undergo training and certification to stay abreast of the latest developments in the field. During treatment sessions, practitioners adhere to strict safety protocols and guidelines to minimize risks and complications while maximizing efficacy and comfort.

Environmental quality has positive and significant effect on customer satisfaction at 1 % level. The Quality Care Clinic provide a clean, safe and aesthetically pleasing space where clients can undergo treatments with peace of mind. Regular cleaning schedules are maintained to ensure that surfaces, equipment and furnishings remain pristine and free from any potential health hazards. In addition to cleanliness, the clinic places a welcoming and calming ambiance to evoke a sense of relaxation for clients.

Administrative quality has positive and significant effect on customer satisfaction at 1 % level. The clinic implements appointment schedule and management systems to enhance the overall patient experience and optimizing operational efficiency. Clients are provided with detailed information about service fees and payment options at the Quality Care Aesthetic Clinic.

4.6 Effects of CRM Practices on Customer Satisfaction in Quality Care Aesthetic Clinic

In this regression analysis, Table (4.11) provides a comprehensive overview of the impact of Customer Relationship Management (CRM) practices on customer satisfaction within the Quality Care Aesthetic Clinic.

Table (4.11) Effects of CRM Practices on Customer Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	VIF
	B	Std. Error	Beta			
(Constant)	0.613	0.108		5.683	0.000	
CRM Organization	0.209***	0.043	0.244	4.807	0.000	3.176
Knowledge Management	0.436***	0.055	0.525	7.952	0.000	5.384
Technology-based CRM	0.208***	0.069	0.226	2.999	0.003	7.000
R Value	0.941					
R Square	0.886					
Adjusted R. Square	0.884					
F Value	365.149***					
Durbin Waston	2.151					

Source: Survey Data (2024)

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

According to the results shown in Table (4.11), R square and adjusted R square are 0.886 and 0.884 which means that this model can explain 88.4 % about the variation of dependent (customer satisfaction) and independent variables (CRM organization, knowledge management and technology-based CRM). Therefore, the power of the model used to explain is consider as good. The F -value, the overall significance of the model, is 1% significant level. This specified model is valid. According to the result, Durbin-Watson value is 2.151 (acceptable level is between 1.5 and 2.5) showing there is no correlation in

the sample. All the VIFs (Variance Inflation Factor) of independent variables are less than 10. And there is no problem of multi-collinearity among independent variables.

According to the result, CRM organization has positive significant effect on customer satisfaction at 1% level. CRM organization ensure consistency and reliability in the delivery of services, minimize errors and misunderstandings and enhance overall client satisfaction. The clinic leverages CRM software systems to maintain client databases, track client interactions and preferences and automate routine tasks such as appointment reminders and follow-up communications.

Knowledge management is also positive and significant effect on customer satisfaction at 1% level. Staff members are trained to capture relevant information during client interactions, such as treatment preferences, medical history and post-procedure care instructions. The clinic ensures that staff members have easy access to regular training sessions, workshops and knowledge-sharing forums to enhance their skills, stay updated on industry developments.

Technology-based CRM has positive and significant effect on customer satisfaction at 1 % level. Quality Care Aesthetic Clinic have integrated communication channels to provide timely responses to client inquiries, deliver personalized recommendations efficiently, thereby enhancing overall client satisfaction.

4.7 Effects of Customer Satisfaction on Revisit Intention in Quality Care Aesthetic Clinic

In Table (4.12), the focus is on assessing how the implementation of CRM practices, specifically CRM Organization, influences customer satisfaction within a quality care aesthetic clinic.

Table (4.12) Effects of Customer Satisfaction on Revisit Intention

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	VIF
	B	Std. Error	Beta			
(Constant)	0266	.136		1.955	.053	
Customer Satisfaction	0.930***	0.033	0.919	27.938	.000	1.000
R Value	0.919					
R Square	0.845					
Adjusted R. Square	0.844					
F Value	780.527***					
Durbin Waston	1.871					

Source: Survey Data (2024)

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

According to the results shown in Table (4.12), R square and adjusted R square are 0.845 and 0.844 which means that this model can explain 84.4% about the variation of dependent (revisit intention) and independent variables (customer satisfaction). Therefore, the power of the model used to explain is consider as good. The F -value, the overall significance of the model, is 1% significant level. This specified model is valid. According to the result, Durbin-Watson value is 1.871 (acceptable level is between 1.5 and 2.5) showing there is no correlation in the sample. This model can be said valid and tangible evidence that have the anticipated favorable indication and highly substantial effect on revisit intention to the clinic.

Quality Care Aesthetic Clinic implement a loyalty programs, offering exclusive benefits to loyal customers and maintaining regular communication channels all contribute to long-term patient relationships. By prioritizing customer satisfaction as a strategic implanting into every clinic operation, the Quality Care Aesthetic Clinic position itself for sustainable growth and success in the dynamic aesthetic industry.

CHAPTER 5

CONCLUSION

In this chapter, the conclusion of the analysis, encompassing findings and discussions, as well as suggestions and recommendations derived from the analysis. Additionally, it addresses the identified areas requiring further research.

5.1 Findings and Discussions

The analysis aims to explore the effect of service quality, including interpersonal quality, technical quality, environmental quality and administrative quality along with CRM practices such as CRM organization, knowledge management and technology-based CRM influence customer satisfaction and revisit intentions within the Quality Care Clinic. The data are collected with five-point Likert scale structured questionnaires by distributing to a simple random sampling methods selected sample of 145 royal customers of Quality Care Aesthetic Clinic.

According to survey data and demographic profiles, female respondents are more than male respondents. Respondents are mostly younger and middle age group. Most of the responders are graduates with higher income. The majority of customer are company staff and self-employed. Respondents mostly come to clinic with friends, relatives and small group.

According to the descriptive statistics, all the independent variables of service quality and customer relationship management have agreed level of the respondents. It means all the variables are important in delivering high quality service of the clinic. The respondents also agreed that clinic prioritize efforts to enhance and maintain high levels of customer satisfaction. The findings analyzed that respondents had a positive intention to revisit Quality Care Aesthetic Clinic due to their satisfaction with the quality of services and their loyalty to the clinic despite other options.

The findings of service quality in descriptive statistic, reveal that the interpersonal quality have the highest mean score. It shows that the respondents are agreed with the interpersonal communication skills of the clinics' staffs in optimizing patient experiences

at the Quality Care Aesthetic Clinic. The staffs of Quality Care Clinic prioritize building rapport with patients, establishing trust-based relationships, and addressing patient needs with sensitivity and respect contribute to higher levels of patient satisfaction and loyalty.

The technical quality at Quality Care Aesthetic Clinic is rated as second highest among respondents. These findings suggest that Quality Care Aesthetic Clinic excels in providing technical quality in its services. Respondents agree with the clinic's ability to deliver effective treatments, and they are satisfied with the professionalism of the staff and the quality of care they receive. This finding underscores the importance of maintaining high standards in technical aspects to meet patient expectations and enhance overall satisfaction.

Furthermore, the descriptive analysis reveals that administrative quality at Quality Care Aesthetic Clinic is rated as lowest by the respondents. This means they see this aspect less positively compared to others. Lower scores in administrative quality may mean the clinic need to upgrade efficient workflow processes, optimize staff scheduling and reduce administrative bottlenecks to optimize patient flow and improve overall clinic efficiency. Quality Care Clinic invest in technology-driven solutions such as online appointment booking platforms, electronic medical records (EMR) systems and automated communication systems to streamline the appointment scheduling process and improve patient access to care.

The environment quality at Quality Care Aesthetic Clinic is their second lowest. These findings show that Quality Care Aesthetic Clinic need to improve in creating a comfortable and pleasant environment for patients, like the ambiance, decoration, lighting, temperature and aroma contribute positively to patient experiences, enhancing their overall satisfaction. Quality Care Clinic implement a rigorous cleanliness protocol, regular sanitation practices and effective waste management strategies to ensuring a comfort and welcoming environment at the clinic.

In the descriptive study of the customer relationship management, the assessment of knowledge management at Quality Care Aesthetic Clinic reveals highest mean score. Respondents agree with the clinic knowledge management practices including prompt assistance, diverse communication channels and active knowledge sharing among staff. Clinic prioritizes knowledge management efforts by implementing comprehensive

strategies aimed at capturing, organizing, and disseminating information effectively to leverage relationship and enhance customer satisfaction.

Analysis of technology-based CRM at Quality Care Aesthetic Clinic is rated as second highest mean score. The findings suggest that respondents agree with the Quality Care Aesthetic Clinic effectively utilizes technology-based CRM to enhance patient experiences through sales and marketing support, personalized interactions, and proactive service development based on patient feedback. Clinic strategically leverage technology to augment CRM practices and enables to manage and analyze customer interactions and data throughout the patient journey.

The assessment of CRM Organization Practices at Quality Care Aesthetic Clinic reveals lowest mean score. Lower score may mean respondents think this CRM organization practices less important than others. Quality Care Clinic invest in robust communication infrastructure including upgrading phone systems, implementing live chat support on the clinic's website, and ensuring timely responses to emails and inquiries to facilitate seamless interaction with customers.

The analysis of customer satisfaction at Quality Care Aesthetic Clinic indicates positive perceptions among respondents. The findings show that Quality Care Aesthetic Clinic meets patients' needs for convenience, accessibility, and comprehensive care, resulting in high levels of satisfaction with their overall experience.

The assessment of revisit intention at Quality Care Aesthetic Clinic reveals positive perceptions among respondents. These findings show that clients have a positive intention to revisit Quality Care Aesthetic Clinic due to their satisfaction with the quality of services, their trust in the clinic and its expertise and their loyalty to the clinic. To further enhance revisit intention, the clinic continue to prioritize quality care, positive patient experiences and effective communication with clients.

The effect of service quality on customer satisfaction is examined through linear regression analysis. It reveals that all variables of service quality have positive and significant effects on customer satisfaction. Among them technical quality, environmental quality and administrative quality have positive and strongly significant effect on customer satisfaction. The interpersonal quality has positive and significant effect on customer satisfaction.

Furthermore, the effect of customer relationship management on customer satisfaction is examined through linear regression analysis. It reveals that all variables of customer relationship management have positive and significant effects on customer satisfaction. CRM organization, knowledge management and technology-based CRM all of the variables have positive and strongly significant effect on customer satisfaction towards Quality Care Aesthetic Clinic.

To examine the effect of customer satisfaction on revisit intention, is very important for this study. On the report of regression analysis, this study can be concluded that customer satisfaction has positive and significant effects on revisit intention within the Quality Care Aesthetic Clinic. This finding underscores the importance of customer satisfaction in driving patients' likelihood to revisit the clinic for future treatments or services.

According to the results of regression analysis service quality and customer relationship management make a highly significant positive effect on customer satisfaction toward clinic. Based on the results data of regression analysis of customer satisfaction on revisit intention, the findings show that if positive customer satisfaction toward clinic increase, revisit intention also increase.

In this study, the importance of service quality and customer relationship management in influencing customer satisfaction and revisit intension is well-established. Additionally, this study highlights the role of perceived treatment effectiveness, convenience, and affordability to patients' revisit intentions. Patients who perceive their treatments as effective, convenient to access and affordable are more likely to consider revisiting the clinic for additional treatments or services. Therefore, clinics need to focus on delivering high-quality treatments, offering flexible scheduling options, and transparent pricing structures to meet patient needs and enhance revisit intention.

5.2 Suggestions and Recommendations

Based on the comprehensive analysis conducted in this study, it is evident that the Quality Care Aesthetic Clinic stands to benefit significantly from focusing on enhancing various dimensions of service quality and customer relationship management practices. It is recommended that the managers of the clinic should prioritize initiatives aimed at improving the aspects of service delivery like investing in staff training programs to

enhance communication skills and patient-centered care approaches. According to the findings of customer relationship management practices, it is recommended to upgrade clinic facilities in creating more warmly welcoming and comfortable environment, and implementing streamlined processes to minimize waiting times and administrative inconvenience for the patients.

Based on the analysis data's findings, the following recommendations are made. Regarding the interpersonal quality on customer satisfaction, it is essential for the clinic to invest in training and development programs for its staff. The clinic should focus on enhancing communication skills, empathy, and patient-centered care approaches among clinic staff to enhance overall satisfaction to the clients. By equipping staffs with the necessary skills and knowledge, to improve overall patient satisfaction and increase revisit intentions is suggested. Additionally, ongoing training and development initiatives can help staff stay updated on industry best practices and emerging trends, further enhancing the clinic's ability to deliver high-quality care.

The study findings highlight the significant effect of customer relationship management (CRM) practices on customer satisfaction. Therefore, Quality Care Aesthetic Clinic should upgrade the CRM strategies to optimize patient experiences and foster long-term relationships. The CRM strategies include systems to track patient interactions and preferences, developing knowledge management initiatives to personalize communication and services, and leveraging technology-based CRM tools to streamline appointment scheduling and follow-up processes. By prioritizing these initiatives, the clinic can enhance patient engagement, satisfaction and loyalty.

Regarding the technology-based CRM, clinic should prioritize continuous feedback collection and performance monitoring to maintain high levels of customer satisfaction and revisit intentions. This entails establishing robust feedback mechanisms to solicit patient input on their experiences at the clinic, analyzing feedback data to identify areas for improvement, and implementing necessary changes or adjustments accordingly. Clinics' staff should demonstrate a commitment in listening to patient concerns and address them proactively, by this way clinic can build trust and loyalty among its patient base, ultimately leading to increased revisit intentions and positive word-of-mouth referrals.

To address concerns related to cost and affordability, the clinic should consider implementing transparent pricing policies and clearly communicating the value proposition

of its services to patients. Providing detailed information about treatment costs, payment options, and any available discounts or promotions is suggested. It is recommended to have a transparency in communication, the value of its services and ensuring affordability, the clinic can alleviate patient concerns and increase revisit intentions. Moreover, emphasizing the value of the clinic's services can help patients perceive the benefits of their investment in aesthetic treatments, further enhancing satisfaction and loyalty.

Finally, clinic should actively engage with the local community and manage its reputation effectively to attract new patients and retain existing ones. This involve participating in community events, supporting charitable initiatives, and maintaining a strong online presence through social media and online review platforms. By building a positive reputation and fostering strong community connections, clinic can enhance its credibility and attract new patients while reinforcing loyalty among existing ones.

5.3 Needs for the Further Research

This study provides valuable insights into critical aspects of customer satisfaction and revisit intentions of the Quality Care Aesthetic Clinic. However, there are several avenues for further research that warrant exploration to deepen understanding and inform future practice. Comparative analyses comparing the effectiveness of different service quality and CRM strategies across diverse healthcare settings could offer valuable benchmarks and best practices for optimizing patient experiences.

Further studies in sales and marketing could investigate the effectiveness of various customer engagement strategies across other industries. By analyzing the impact of personalized marketing approaches such as targeted advertising and customized promotions, can improve effectiveness in driving customer satisfaction and loyalty. Additionally, exploring the role of CRM systems in enhancing customer engagement and retention could provide valuable insights into how businesses can leverage technology to optimize customer relationships and maximize sales opportunities.

Research in human resources (HR) also can focus on understanding the link between employee satisfaction, customer outcomes and organizational performance. Investigating the role of HR in fostering a customer-centric culture within organizations to improve employee motivation, job satisfaction and empowerment in delivering exceptional customer experiences.

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APPENDIX I

SURVEY QUESTIONNAIRE

“Questionnaire for Analysis of the Effects of Service Quality and Customer Relationship Management on Revisit Intension of Quality Care Aesthetic Clinic”

Dear Sir/Madam,

We kindly ask for your involvement in an MBA thesis examining "Examining the Impact of Service Quality and Customer Relationship Management on Customer Return Intention at Quality Care Aesthetic Clinic." Your perspectives are crucial to our research and rest assured, all information provided will remain confidential and will be utilized exclusively for academic purposes. It will only require a brief moment of your time to complete the questionnaire and your input will significantly enrich our study.

Personal Information

Gender	Male ()	Female ()		
Age	20 -30 ()	31 -40 ()	41- 50 ()	51- 60 ()
Education Level	Diploma ()	First Degree ()	Master’s Degree ()	PhD ()
Occupation	Dependent ()	Junior Level Staff ()	High Level Staff ()	Business Owner ()
Income Level	Under 300,000 MMK ()	300001- 1000000 ()	1000001- 2000000 ()	2000001and above ()
Marital status	Single ()	Married ()	Divorced ()	Widowed ()

Questionnaire for Analysis of the Effects of Service Quality and Customer Relationship Management on Revisit Intension

Instruction: Please indicate the extent to which you either agree or disagree with the following Statements by marking a tick mark \surd in the appropriate column to the right side where

1= strongly disagree 2=Disagree 3=Neutral 4=Agree 5=strongly agree.

Service Quality

No	Questions Items	1	2	3	4	5
Interpersonal Quality						
1	The employees demonstrate attentiveness to any information shared with them.					
2	The assumption is that the employees are cognizant of customer needs.					
3	Full attention is consistently given by the staff.					
4	No difficulties arise during discussions with the staff.					
5	Clear explanations are provided by the staff, ensuring understanding.					
6	Prompt responses to inquiries are ensured by staff members.					
7	Frequent light-hearted interactions occur with the staff, like to close friends.					
8	Life's joys and concerns beyond health are communicated with the staff.					
9	Close friendships have developed with several clinic employees.					

Technical Quality						
1	Perceived an improvement in the results of the clinic's treatment.					
2	Each visit to the clinic instills confidence in receiving outstanding results.					
3	The belief is that receiving treatment at the clinic has proven to be beneficial.					
4	The clinic's staff members are professional and well-trained.					
5	The satisfaction lies in the quality of care obtained at the clinic.					
6	The clinic's medical equipment is excellent.					
Environment Quality						
1	The clinic's decorations are comfortable.					
2	The clinic has a nice appeal.					
3	The attractiveness of the clinic's decor is appreciated.					
4	The clinic's lighting is appropriate for the environment.					
5	The clinic has a nice atmosphere.					
6	The clinic has an appropriate temperature.					
7	The clinic has a nice aroma					
Administrative Quality						
1	There is a short waiting time at the clinic.					
2	The clinic usually runs on schedule for appointments.					
3	The clinic's registration procedures are effective.					
4	The clinic's hours of operation fit my needs.					
5	The clinic offers following treatment support to patients. (Suppose you want to schedule another appointment or offer a call to inquire about therapy.)					
6	In the situation that treatment results fall below of demands, the clinic obtains feedback.					
7	The clinic provides its patients services that extend beyond medical treatment.					

Customer Relationship Management (CRM)

No	Questions Items	1	2	3	4	5
CRM organization						
1	CRM is supported by the clinic's sales and marketing (e.g., membership, point collection).					
2	In addition to seeking to build good relationships, the staff can commit to mind each patient's needs and treatment history.					
	If the patients are regular clients, they will receive exclusive rates or services.					
4	The clinic attempts to develop its service range based on feedback from clients.					
5	Patients have the option to provide reviews and ratings online, which are monitored and responded to by clinic staff.					
6	The clinic maintains a database of patient preferences and special requirements to personalize their experiences during visits.					
7	The clinic offers referral incentives to patients who recommend their services to friends and family.					
Knowledge Management						
1	The staff members are ready to assist clients in a prompt manner.					
2	The clinic provides opportunities for client communication. (For example, staff or call center calls, online chat, feedback forms, etc.)					
3	Clients can anticipate receiving immediate support from the clinic's staff.					
4	Knowledge management practices are integrated into the clinic's overall quality assurance processes to maintain high standards of service delivery.					

5	The clinic conducts regular evaluations of its knowledge management systems to identify areas for improvement and ensure relevance and accuracy.					
6	The clinic encourages knowledge sharing among staff members through regular meetings, workshops, or online forums.					
Technology-based CRM						
1	CRM is supported by the clinic's sales and marketing (e.g., membership, point collection).					
2	In addition to seeking to build good relationships, the staff can commit to mind each patient's needs and treatment history.					
3	If the patients are regular clients, they will receive exclusive rates or services.					
4	The clinic attempts to develop its service range based on feedback from clients.					
5	Patients have the option to provide reviews and ratings online, which are monitored and responded to by clinic staff.					
6	The clinic maintains a database of patient preferences and special requirements to personalize their experiences during visits.					
Customer Satisfaction						
1	The clinic provides a convenient service in terms of time, location, and procedure.					
2	The staff members are readily accessible whenever assistance is required.					
3	Continued care and assistance are consistently provided.					
4	When evaluating the services received, the cost of treatment at the clinic is considered reasonable.					
5	The clinic provides various payment options. (For example, cash, credit card, online payment)					

6	The staff considered patient preferences and concerns when determining the best practice option.					
7	The medical staff discusses treatment details to aid decision-making before and after treatment.					
8	Every patient is given careful treatment by the staff members.					
9	The clinic provides contemporary, effective medical equipment.					
10	The awareness exists regarding the delivery of high-quality care at the clinic.					

Revisit Intension

No	Questions Items	1	2	3	4	5
1	This clinic provides superior services than another clinic.					
2	This facility is the first pick want to receive medical aesthetic treatment.					
3	If utilizing this clinic's facilities is necessary, I'm willing to pay extra.					
4	The aesthetic clinic holds the status of being a favorite among its clientele.					
5	Clients exhibit a strong inclination to remain loyal to this clinic despite the availability of lower-priced services elsewhere.					
6	Clients express their intention to share only positive feedback about this aesthetic clinic with others.					
7	Clients offer advice to others regarding this clinic					
8	Clients visit this clinic more frequently than any other aesthetic center.					
9	Confidence in the quality of care received at this clinic prompts return visits for future treatments.					
10	A sense of loyalty to this clinic drives a higher inclination to revisit compared to other options					

APPENDIX II

STATISTICAL OUTPUT

Regression Analysis Result of Service Quality on Customer Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.932 ^a	.869	.865	.16130	1.836

a. Predictors: (Constant), MeanTQ, MeanIQ, MeanAQ, MeanEQ

b. Dependent Variable: MeanCS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.112	4	6.028	231.686	.000 ^b
	Residual	3.642	140	.026		
	Total	27.754	144			

a. Dependent Variable: MeanCS

b. Predictors: (Constant), MeanTQ, MeanIQ, MeanAQ, MeanEQ

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.186	.168		1.107	.270		
	MeanIQ	.081	.037	.073	2.177	.031	.828	1.208
	MeanEQ	.202	.048	.247	4.232	.000	.275	3.640
	MeanAQ	.302	.051	.326	5.935	.000	.311	3.211
	MeanTQ	.367	.065	.448	5.609	.000	.147	6.820

a. Dependent Variable: MeanCS

Regression Analysis Result of CRM on Customer Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.941 ^a	.886	.884	.14982	2.151

a. Predictors: (Constant), MeanTBC, MeanCO, MeanKM

b. Dependent Variable: MeanCS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.589	3	8.196	365.149	.000 ^b
	Residual	3.165	141	.022		
	Total	27.754	144			

a. Dependent Variable: MeanCS

b. Predictors: (Constant), MeanTBC, MeanCO, MeanKM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.613	.108		5.683	.000		
	MeanCO	.209	.043	.244	4.807	.000	.315	3.176
	MeanKM	.436	.055	.525	7.952	.000	.186	5.384
	MeanTBC	.208	.069	.226	2.999	.003	.143	7.000

a. Dependent Variable: MeanCS

Regression Analysis Result of Customer Satisfaction on Revisit Intention

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.919 ^a	.845	.844	.17531	1.871

a. Predictors: (Constant), MeanCS

b. Dependent Variable: MeanRI

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.987	1	23.987	780.527	.000 ^b
	Residual	4.395	143	.031		
	Total	28.382	144			

a. Dependent Variable: MeanRI

b. Predictors: (Constant), MeanCS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.266	.136		1.955	.053		
	MeanCS	.930	.033	.919	27.938	.000	1.000	1.000

a. Dependent Variable: MeanRI