

The Influence of Service Innovation on Customer Satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City

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ABSTRACT

This study aims to analyze the effect of service innovation on customer satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City. The research is motivated by the increasing competition in the beauty industry that demands service companies to continuously innovate services to improve customer satisfaction. The theoretical study in this study uses the concept of Service Innovation consisting of process innovation, interaction innovation, and outcome innovation, as well as customer satisfaction theory based on the Service-Dominant Logic and SERVQUAL approaches. This study uses a quantitative method with a descriptive-verification approach. Data collection techniques were carried out through observation, documentation, and distribution of questionnaires to 97 respondents selected using a purposive sampling technique. Data analysis was carried out with the help of SPSS through validity tests, reliability, classical assumptions, and multiple linear regression. The results of the study indicate that process innovation has no significant effect on customer satisfaction with a calculated t value of 0.813 and a significance of 0.418. Meanwhile, interaction innovation has a positive and significant effect on customer satisfaction with a calculated t value of 2.981 and a significance of 0.004, and outcome innovation also has a positive and significant effect with a calculated t value of 2.917 and a significance of 0.004. This study concludes that customer satisfaction is formed through a combination of service interaction quality and satisfactory service outcomes.

INTRODUCTION

Beauty clinics are professional institutions or service facilities that provide skin, facial, and body care by combining medical and aesthetic approaches to improve the appearance and confidence of customers (Tjiptono, 2021). In the context of the modern service industry, beauty clinics not only serve as places of physical treatment, but also become part of the lifestyle and emotional needs of urban people.

In the era of globalization and digital transformation that is increasingly dynamic, the service sector, including the beauty industry, plays an important role in driving economic growth and creating added value for customers. Changes in consumer behavior, technological advancements, and increased expectations for service quality require business actors to adapt quickly and innovatively. In this case, *service innovation* is a strategic element that determines the success of the service business. According to Vargo & Lusch (2020) through *the theory of Service-Dominant Logic* (SDL), the value of modern services is created through the process of co-creation between providers and customers. Therefore, service innovation not only increases efficiency, but also creates a higher emotional experience and perception of value for customers.

Nationally, the Central Statistics Agency (BPS, 2024) noted that the beauty and personal care services subsector is experiencing significant growth in line with increasing public awareness of aesthetics, skin health, and modern lifestyles. This growth shows the increasing demand for fast, easy, and personalized aesthetic services. In conditions of increasingly fierce competition, service providers are required to continue to update technology-based forms of services, such as digital reservation systems, online consultations, and the use of advanced aesthetic devices. This is in line with the view of Prajogo & McDermott (2019) who stated that the integration of service innovation in business operations can increase effectiveness, efficiency, and customer orientation towards service companies.

Regionally, BPS Palu City (2023) reported that the number of beauty clinics in Palu City has increased by 27% in the last five years. This growth shows that the beauty industry in this area is growing rapidly and has become one of the service subsectors with high economic potential in Central Sulawesi.

However, the increase in the number of these service providers also tightens competition, especially in terms of service innovation and customer experience. One of the clinics that is actively operating in this region is the Friliskin Beauty Center, which seeks to maintain its relevance through the application of technology-based innovations and improved the quality of customer interactions.

Phenomena in the field show that customers not only assess the final results of treatment, but also pay attention to the process and experience they experience while receiving services. Customers tend to be more loyal to service providers who are able to offer convenience, comfort, and personalized service.

Although Friliskin Beauty Center has adopted a number of service innovations such as an online ordering system, digitization of administrative processes, and the use of state-of-the-art aesthetic equipment, there is no clear empirical evidence of how much these innovations impact customer satisfaction.

This is important because, according to Oliver (2020), customer satisfaction is the result of a comparison between expectations and actual performance of the services received, where innovation is one of the determining factors for the perception of satisfaction.

Previous research by Nursiah (2023) shows that product innovation and process innovation have a positive influence on improving the performance of manufacturing companies in Central Sulawesi. These results indicate that the application of innovation is able to increase competitiveness and create added value for customers. However, the research is still limited to the context of the manufacturing industry and focuses on company performance in general, not yet reviewing specifically how service innovations can affect customer satisfaction in service sectors such as beauty clinics that have the characteristics of direct interaction between service providers and customers.

There have also been previous studies showing inconsistent results regarding the relationship between service innovation and customer satisfaction. Studies by Christina & Hartini (2020) and Gunawan & Saragih (2019) found that service innovation has a positive and significant effect on customer satisfaction because it provides greater convenience and comfort. On the other hand, research by Samad (2025) & Global Health Science Group (2025) shows that service innovation does not always have a direct influence on patient satisfaction, because customers value the quality of results more than the form of innovation applied.

The inconsistency of these findings shows that there is an empirical research gap, while in terms of context, research related to service innovation in the beauty industry in the Palu area is still limited and has not been tested quantitatively.

Based on this description, this research is important to be carried out to fill empirical and contextual gaps by re-examining the influence of *service innovation* on *customer satisfaction* at the Friliskin Beauty Center Beauty Clinic in Palu City. The results of the research are expected to make a theoretical contribution to the development of operational management science and service marketing, especially in the application of service innovations in the beauty services sector. In addition, this research is also expected to provide practical benefits for beauty clinic managers in formulating service strategies that are more innovative, adaptive, and oriented towards improving customer satisfaction.

RESEARCH METHODS

This type of research uses a quantitative method with a descriptive-verifiable approach, aiming to find out and explain the cause-and-effect relationship between the various factors studied. This method was chosen because it allows the collection of data in the form of neatly arranged numbers, which are then analyzed using statistical calculations to test pre-made hypotheses

Population is a group of people, events or everything that has certain characteristics so that the population in this study is all customers of the Friliskin Beauty Center Beauty Clinic in Palu City. Because the exact number of customer population is unknown, the sample calculation is based on estimates. The sample of this study uses a *non-probability sampling* technique because the number of customer populations is unknown, and with *purposive sampling* as the sample determination technique. The criteria used in sampling are all employees of Friliskin Beauty Center Beauty Clinic and Customers who meet the following criteria: Customers who have used Friliskin Clinic services at least twice in the last six months, Customers who are at least 18 years old to be able to provide an objective and rational assessment and Customers who are willing to fill out the questionnaire completely and correctly. Because the number of populations is unknown, the sample size is calculated using the Lemeshow formula

The data analysis method was carried out quantitatively, descriptive-verifying, using SPSS. Classical Assumption Test: a. Normality Test: Testing the normal distribution of data b. Multicollinearity Test: Testing the correlation between independent variables c. Heteroscedasticity Test: Testing the similarity of error variance. Multiple Linear Regression Analysis The model used:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

- Y_{it} = Customer Satisfaction
 a = Konstanta
 b_1, b_2, b_3 = Regression coefficient
 e = Error Term (variasu gangguan)
 X_1 = Proses Inovasi
 X_2 = Interaksi Inovasi
 X_3 = Inovasi Hasil

Uji Hypothesis

Test F: To see the simultaneous influence of independent variables on dependent variables.

t-test: To see the partial influence of each independent variable on the dependent variable.

Significance is determined by alpha 5%. If the p-value < 0.05 then H_0 is rejected and H_1 is accepted (there is a significant influence), and vice versa.

RESULTS

Classical Assumption Test Results

Normality Test

The Normality Test aims to examine whether in a regression model the dependent variable (bound), the dependent variable (free) or both have a normal or close to normal data distribution. Normality detection is carried out by looking at the distribution of data (points) on the diagonal axis of the graph. The basis for decision-making in the normality test is: If the data is spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality, but if it spreads away from the diagonal line, the regression model does not meet the assumption of normality.

With the help of SPSS, the results of the data Normality Test can be seen at the data distribution point produced in this study so that it can be concluded that the data in this study is normal data, as shown in the following figure:

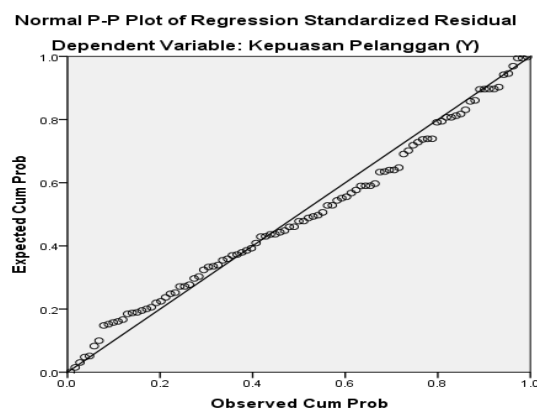


Figure 1. Normal PP Plot Standard Residual Regression

Multicollinearity Test

The Multicollinearity test is intended to find out whether the independent variables are not correlated with each other or there is no significant relationship between the variables. According to Fahmi & Haryanto, (2021) Multicollinearity occurs when predictor variables in the regression model are strongly correlated with each other. To detect the presence of multicollinearity, it can be seen from the magnitude of VIF (*Variance Inflation Factor*) less than 10 and *Tolerance* greater than 0.10 and the coefficient between independent variables below 0.5, it can be concluded that multicollinearity does not occur. The results of the Multicollinearity Test using VIF (*Variance Inflation Factor*) can be seen in the following table:

Table 1. Multicollinearity Test Results

Coefficients ^a			
No.	Independent Variables	Collinerty Statistics	
		Tolerance	LIVE
1.	Process Inovasi (X_1)	0,887	1,127

2.	Interaction Innovation (X2)	0,868	1,153
3.	Innovation Results (X3)	0,931	1,074
a. Dependent Variable: Customer Satisfaction (Y)			

From the table above, the VIF value of the independent variables in the regression model used is less than 10 while the *Tolerance* value is greater than 0.10, so it can be concluded that these variables do not have symptoms of multicollineity.

Heteroscedasticity Test

The heteroscedasticity test was used to test whether in the regression model there was an inequality of *variance* from the residual of one observation to another. The test in this study uses the glycer test, which is by regressing the free variable to its residual absolute value. The variable has a symptom of heteroscedasticity of a significant calculated f-value or a probability value > 0.05. Based on table 5.7, it shows that the sig value or *probability value* > 0.05, so it can be concluded that there are no symptoms of heteroscedasticity.

Table 2. Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,154	3,284		,047	,963
	Process Innovation (X1)	,059	,070	,092	,842	,402
	Interaction Innovation (X2)	-,027	,066	,044	,399	,691
	Innovation Results (X3)	,014	,068	,021	,200	,842

Multiple Linear Regression Analysis Results

Multiple Linear Regression is one of the *Parametric statistical tools* with the function of analyzing and explaining the relationship between two or more research factors with different names, through observation on several observation results in various fields of activity.

In relation to this study, a multiple linear regression parametric analysis tool was used to determine the influence of independent variables (X1, X2 and X3) on dependent variables (Y). In the context of this study, multiple linear regression was used to measure the influence of Process Innovation (X1), Interaction Innovation (X2), and Result Innovation (X3) on Customer Satisfaction (Y) at the Friliskin Beauty Center Beauty Clinic in Palu City.

According to the results of multiple linear regression analysis using the help of SPSS, the results of research were obtained from 97 respondents with the alleged influence of the three independent variables (Result innovation, interaction innovation, and result innovation) on customer satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City, the results of the calculation can be found as follows:

Table 3. Multiple Linear Regression Analysis

Dependent Variable Y = Customer Satisfaction					
Variabel	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta		
Constanta (C)	18,7 44	4,964		776	000
Process Innovation (X1)	,086	,105	,080	,13	418
Interaction Innovation (X2)	,29 9	,100	,299	,981	004
Innovation Results (X3)	,301	,103	,282	,917	004

The regression model obtained from the table above is:

$$Y = 18.744 + 0.086X1 + 0.299X2 + 0.301X3$$

From the above equation, it can be explained:

For the value of constant (a) of 18.744 is a state when the Customer Satisfaction variable has not been influenced by other variables, namely the variables of Process Innovation (X1), Interaction Innovation (X2), and Innovation Results (X3). If an independent variable does not exist then the Customer Satisfaction variable does not undergo a change.

Process Innovation (X1) with a regression coefficient of 0.086 shows that the Process Innovation variable has a positive influence on Customer Satisfaction which means that every increase of 1 unit of Process Innovation variable will affect Customer Satisfaction at Friliskin Beauty Center Beauty Clinic in Palu City by 0.086 or 86%.

Interaction Innovation (X2) with a regression coefficient of 0.299 shows that the Interaction Innovation variable has a positive influence on Customer Satisfaction which means that every increase of 1 unit of the Interaction Innovation variable will affect Customer Satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City by 0.299 or 29.9%.

Result Innovation (X3) with a regression coefficient of 0.301 shows that the Result Innovation variable has a positive influence on Customer Satisfaction which means that every increase of 1 unit of the Result Innovation variable will affect Customer Satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City by 0.301 or by 30.1%

Simultaneous Regression Coefficient Test (F Test)

Simultaneous testing is a test to find out whether the independent variable (X) being studied has an influence on the dependent variable (Y). The test results can be seen in the following table:

Table 4. F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	128,610	3	42,870	7,323	.000b
	Residual	544,421	93	5,854		
	Total	673,031	96			
a.	Dependent Variable: Customer Satisfaction (Y)					
b.	Predictors: (Constant), Outcome Innovation (x3), Interaction Innovation (X2), Outcome Innovation (X3)					

Based on table 4 of the calculation results, $F_{cal} = 7.323$ was obtained at the real level of $\alpha = 0.05$ or $\alpha < 0.05$. From the table it is shown that the significance value $F = 0.000$. Thus, it can be stated that together (simultaneously) the free variables have a significant influence on the non-free variables.

Thus, the fourth hypothesis which states that: Process Innovation, Interaction Innovation and Result Innovation Together have an effect and significance on Customer Satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City based on the results of the F-Test turned out to be Proven.

Partial Regression Coefficient Test (t-test)

The t-test or partial test is used to find out how the influence of all partially independent variables will affect the decision: if the probability value (significance) < 0.05 , it can be said that the independent variable has a significant effect on the dependent variable. In table 5.10 the test results that have been carried out can be seen as follows:

Table 5. Test Results t

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	18,744	4,964		3,776	,000
	Process Innovation (X1)	-,086	,105	-,080	-,813	,418
	Interaction Innovation (X2)	,299	,100	,299	2,981	,004
	Innovation Results (X3)	,301	,103	,282	2,917	,004

Process Innovation Variable Testing (X1)

Based on the results in Table 5 of Process Innovation (X1) has a calculated t-value calculation of 0.813, while the significance level of t is 0.418, with a sig t value of < 0.05 at a confidence level of 95%.

Therefore, it can be stated that the Process Innovation variable does not have a significant effect on the Customer Satisfaction variable, because the significance value of t is greater than >0.05 . This shows that the first hypothesis that states: Process Innovation has a significant effect on Customer Satisfaction at the Friliskin Beauty Centre beauty clinic in Palu City based on the results of the t -test turned out to be rejected.

Testing Interaction Innovation Variables (X2)

Based on the results in Table 5, Interaction Innovations (X2) has a calculated t -value of 2.981, while the significance level of t is 0.004 with a sig t value of < 0.05 at a confidence level of 95%. So it can be stated that the Interaction Innovation variable has a significant effect on the Customer Satisfaction variable, because the significance value of t is greater than >0.05 . This shows that the second hypothesis that states: Interaction Innovation has a significant effect on Customer Satisfaction at the beauty clinic Friliskin Beauty Centre in Palu City based on the results of the t -test turned out to be proven.

Testing Variable Innovation Results (X3)

The Innovation Result (X3) had a t -value calculation of 2.981, while the significance level of t was 0.004 with a sig t value of < 0.05 at a 95% confidence level. So it can be stated that the Result Innovation variable has a significant effect on the Customer Satisfaction variable, because the significance value t is greater than >0.05 . This shows that the third hypothesis that states: Innovation results have a significant effect on Customer Satisfaction at the beauty clinic Friliskin Beauty Centre in Palu City based on the results of the t -test turned out to be proven.

DISCUSSION

The Simultaneous Influence of Process Innovation, Interaction Innovation and Result Innovation on Customer Satisfaction at Friliskin Beauty Center Beauty Clinic in Palu City

Based on the results of simultaneous hypothesis testing (F Test) that has been carried out, it was obtained that the variables of Process Innovation (X1), Interaction Innovation (X2), and Result Innovation (X3) together have a significant effect on Customer Satisfaction (Y) at the Friliskin Beauty Center Beauty Clinic in Palu City. This is evidenced by an F-count value of 7.323 with a significance level of 0.05 or a < 0.05 . Thus, the hypothesis that there is a simultaneous significant influence between Process Innovation, Interaction Innovation, and Result Innovation on Customer Satisfaction is acceptable.

These results show that although Process Innovation does not have a significant impact, its existence remains an integral part that supports Interaction Innovation and Outcome Innovation in creating complete customer satisfaction. Customer satisfaction at Friliskin Beauty Center Beauty Clinic is the result of the accumulation of an orderly service system (Process), quality employee communication (Interaction), and perceived treatment effectiveness (Results).

The results of this study are in line with the *Service Marketing Mix* theory put forward by Booms & Bitner, which emphasizes that in the service industry, the elements of *Process*, *People*, and *Physical Evidence* must work synergistically. According to this theory, customer satisfaction is not only determined by one single aspect, but by the customer's perception of the overall service package provided by the company.

Additionally, according to Kotler and Armstrong, customers tend to evaluate services as a set of interrelated attributes. In the context of beauty clinics, innovations in internal systems (processes) will support smooth staff interactions, ultimately ensuring that treatment results (output) are achieved according to standards. If these three aspects of innovation are managed well together, it will create strong added value for customers.

The results of this study are also supported by previous research conducted by Prasetyo, 2020 which stated that product innovation and process innovation simultaneously have a significant effect on consumer satisfaction. Likewise, research by Wahyuni & Setyowati, 2021 shows that synergy between system quality and service quality (interaction) is the main driver in increasing customer satisfaction in the beauty services sector.

Based on the conditions on the ground, customers of Friliskin Beauty Center Beauty Clinic in Palu City feel maximum satisfaction when they get ease in registration and administration (Process), are greeted with in-depth hospitality and consultation by the staff (Interaction), and notice noticeable changes in their skin after treatment (Results). These three elements form a comprehensive customer *experience*.

Thus, it can be concluded that the combination of Process Innovation, Interaction Innovation, and Result Innovation are the determining factors that jointly build customer satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City. Therefore, the clinic management is advised to continue to maintain synchronization between internal technology development, human resource training, and the quality of care products so that customer satisfaction can be maintained in a sustainable manner.

The Influence of Process Innovation on Customer Satisfaction at Friliskin Beauty Center Beauty Clinic in Palu City

Based on the results of research that has been conducted at the Friliskin Beauty Center Beauty Clinic in Palu City, it was found that Process Innovation (X1) does not have a significant effect on Customer Satisfaction (Y). This is evidenced by a Coefficient value of 0.086 which shows a negative relationship with the level of significance t of 0.418 greater than > 0.05 . Thus, the hypothesis that Process Innovation has a significant effect on Customer Satisfaction is unacceptable.

The process innovations implemented by the Friliskin Beauty Center Beauty Clinic have not been able to increase customer satisfaction optimally. This is because process innovations are more internal, such as process automation, work system efficiency, and service digitization that are not fully felt directly by customers.

The results of this study are not in line with the theory put forward by Kotler & Keller (2016) which states that customer satisfaction is influenced by perceived performance compared to expectations. In this case, Process Innovation should be able to improve service performance. However, in this study, the innovation has not been able to meet or exceed customer expectations so it does not have a significant impact.

Furthermore, according to Tjiptono (2019), customer satisfaction is more influenced by the quality of service that is directly felt, such as service results, employee interaction, and comfort. This shows that customers value *the output* or final result more than the processes that occur within the company. Thus, process innovations that are less visible to customers have less effect on satisfaction.

The results of this study are also supported by previous research conducted by Adiputra & Bahri (2020) which stated that innovation does not have a significant effect on customer satisfaction. In addition, research by Sari & Nugroho (2018) also shows that service innovation does not have a significant effect on customer satisfaction due to other factors that are more dominant, such as service quality and price.

Based on conditions in the field, customers of Friliskin Beauty Center Beauty Clinic in Palu City tend to pay more attention to the final results of the treatments they receive compared to the service process carried out. This is because in the beauty service industry, the success of services is measured more by the results obtained, such as changes in skin condition or satisfaction levels after treatment.

Thus, it can be concluded that process innovation is not the main factor that affects customer satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City. Therefore, the clinic is advised to focus more on improving the quality of service results, employee service, and facility comfort to increase customer satisfaction.

The Influence of Interaction Innovation on Customer Satisfaction at Friliskin Beauty Center Beauty Clinic in Palu City

For the Interaction Innovation variable, based on the results of research that has been conducted at the Friliskin Beauty Center Beauty Clinic in Palu City, it was found that interaction innovation has a significant effect on customer satisfaction. This is shown by the value of the regression coefficient of 0.299 with a significance level of 0.004 which is smaller than 0.05 at the 95% confidence level. Thus, it can be concluded that interaction innovation has a positive and significant influence on customer satisfaction.

Based on these results, it can be explained that the better the interaction innovation carried out by the Friliskin Beauty Center Beauty Clinic, the more the level of customer satisfaction will increase. The interaction innovation in question includes how employees communicate with customers, provide friendly, responsive service, and are able to create good relationships with customers.

The results of this study are in line with the theory put forward by Kotler and Keller (2016) which states that customer satisfaction is influenced by the experience felt during the service process. Good interaction between service providers and customers will create a positive experience that has an impact on increased customer satisfaction.

Furthermore, according to Tjiptono (2019), interaction between employees and customers is one of the important factors in determining service quality, because this interaction is a part that is directly felt by customers. Therefore, the better the quality of the interaction provided, the higher the level of customer satisfaction.

The results of this study are also supported by previous research conducted by Pratiwi and Saputra (2021) which stated that service interaction has a significant effect on customer satisfaction. In addition, research by Ramadhan and Setiawan (2019) also shows that the quality of interaction has a positive and significant influence on customer satisfaction, because customers tend to rate services based on the direct experience they feel.

Based on conditions in the field, customers of Friliskin Beauty Center Beauty Clinic in Palu City showed that they felt more satisfied with receiving friendly, communicative, and responsive service from employees. Good interaction makes customers feel appreciated, cared for, and increases trust in the services provided.

Thus, it can be concluded that interaction innovation is one of the important factors that affect customer satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City. Therefore, the clinic is expected to continue to improve the quality of interaction between employees and customers to create a better service experience and increase customer satisfaction.

The Effect of Result Innovation on Customer Satisfaction at Friliskin Beauty Center Beauty Clinic in Palu City

Based on the results of research that has been conducted at the Friliskin Beauty Center Beauty Clinic in Palu City, it is found that product innovation has a significant effect on customer satisfaction. This is shown by the value of the regression coefficient of 0.301 with a significance level of 0.004 which is smaller than 0.05 at the 95% confidence level. Thus, it can be concluded that innovation results have a positive and significant influence on customer satisfaction.

Based on these results, it can be explained that the better the innovation of the results provided by the Friliskin Beauty Center Beauty Clinic, the more the level of customer satisfaction will increase. The innovation of the results referred to in this study is related to the quality of *service output* received by customers, such as changes in skin conditions, treatment effectiveness, and final results that are in accordance with customer expectations.

Furthermore, according to Tjiptono (2019), outcome *quality* is one of the main factors in determining customer satisfaction, especially in the result-oriented service industry such as beauty clinics. This shows that customers are more likely to judge the success of the service based on the results they feel firsthand.

The results of this study are also supported by previous research conducted by Alsukri *et al.* (2022) which states that innovation has a significant effect on customer satisfaction. In addition, research by Simanjuntak & Purba (2020) shows that service outcomes and customer experience have a positive and significant influence on customer satisfaction.

Based on conditions in the field, customers of Friliskin Beauty Center Beauty Clinic in Palu City tend to pay close attention to the final results of the treatments they receive. Customers will be satisfied that the results of the treatment show a real change and match their expectations. On the other hand, if the results obtained are not as expected, then the level of customer satisfaction will decrease.

Thus, it can be concluded that product innovation is a very important factor in influencing customer satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City. Therefore, the clinic is expected to continue to improve the quality of the service results provided in order to meet and even exceed customer expectations so that customer satisfaction can continue to increase.

CONCLUSION

Based on the results of research and discussions that have been carried out regarding the influence of *Service innovation* on customer satisfaction at the Friliskin Beauty Center beauty clinic in Palu City, the author can draw several conclusions from the results of the research that has been carried out as follows:

Process Innovation partially and significantly has no effect on customer satisfaction at Friliskin Beauty Center Beauty Clinic in Palu City.

Innovation Interaction partially has a significant effect on customer satisfaction at the Friliskin Beauty Center Beauty Clinic in Palu City.

Innovation Results partially have a significant effect on customer satisfaction at Friliskin Beauty Center Beauty Clinic in Palu City.

Process innovation, interaction innovation, and result innovation simultaneously have a significant effect on customer satisfaction at Friliskin Beauty Center Beauty Clinic in Palu City.

RESEARCH IMPLICATIONS

Given that the results of the study show that Process Innovation does not have a significant effect partially, the clinic is advised to re-evaluate the existing digitization and automation system. Process innovation should not only stop at internal efficiency, but also provide benefits that can be directly felt by customers, such as ease of ordering applications or transparency of digital care history that can be accessed independently by customers. Management needs to realize that maximum satisfaction is created from the simultaneous influence of the three variables. Therefore, the development of internal technology (process) must be aligned with staff friendliness (interaction) in order to be able to produce maximum maintenance output (results). Researchers are further advised to add or replace other independent variables that were not studied in this research, such as the variables of Price, Location, or Brand *Image*, considering that the process innovations in this study have not had a significant impact.

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