

Consumers' Perceptions toward the Organizational Effectiveness of Health and Beauty Product Manufacturers in Bangkok

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Abstract: The purpose of this research was to study the level of consumer perception toward organizational effectiveness of health and beauty product manufacturing businesses in Bangkok. Nowadays, the health and beauty industry has experienced continuous growth and intense competition. Consumers tend to value organizations that can ensure reliability, transparency, and standardized production processes. This study, therefore, aimed to explore consumer perceptions of organizational effectiveness in various dimensions, including credibility, brand image, value for money, service quality, and product quality. The sample group consisted of 400 consumers who had previously purchased or used health and beauty products in Bangkok. The sample size was determined using Yamane's formula at a 95% confidence level and selected through convenience sampling. The research instrument was a five-point Likert scale questionnaire with an overall reliability coefficient (Cronbach's Alpha) of 0.952. Data were analyzed using descriptive statistics: frequency, percentage, mean, and standard deviation. The findings revealed that consumer perception of organizational effectiveness in the health and beauty product business was at a high level (Mean = 3.75). Considering each dimension, credibility received the highest mean score, followed by brand image, value for money, service quality, and product quality, respectively. The study concludes that consumers place great importance on organizational credibility and brand image, which are key factors influencing their purchasing decisions. To gain a competitive advantage, businesses should continuously improve the quality of their products and services while strengthening their brand reputation and trustworthiness for long-term sustainability.

Keywords: Consumer Perception, Organizational Effectiveness, Health and Beauty Product Business, Bangkok.

INTRODUCTION

Currently, consumer behavior is changing. There is a part of consumers who want to be healthy. Therefore, they pay more attention to health and beauty, as well as getting information about health care and beauty enhancement that is unique to each individual. The trend of health care and beauty has become one of the major trends of modern society. Consumers are increasingly interested in products that promote health and beauty. Whether it is dietary supplements. Health and beauty care is very common, especially among working people and urban teenagers who want to strengthen their personality to always look good. This is partly to strengthen the image and job opportunities that some organizations need personnel with good health and personality who will have products to a certain extent (Usher & Jones, 2024). Therefore, health and beauty product manufacturing companies must develop quality and differentiated products to attract consumers and increase the competitiveness of their businesses (Wang, 2023).

Thailand's health and beauty product market is growing steadily and is one of the top businesses with high economic value in the country, according to a report by the Kasikorn Research Center (2017). From the change in consumer behavior by paying more attention to health

and self-care. As a result, businesses related to health and beauty products have high opportunities for growth and expansion. Both in the domestic market and the export market, and competition in the health and beauty product market has become more intense. Both from major domestic entrepreneurs and foreign brands entering the market. Bhardwaj (2025) stated that health and beauty product manufacturing business must take into account the quality of the products. Ingredient transparency, ethical branding, and online presence are at the heart of brand awareness and consumer trust. In addition, the demand for products that are not tested on animals, is environmentally friendly, and emphasizes diversity is increasing. It is changing its product offerings in the market and forcing brands to shift from traditional production to more technology and innovation in order to be competitive.

Therefore, the health and beauty product manufacturing business must focus on product quality, quality of service provided to customers, credibility of the organization, and corporate image. From the perspective of consumers, through experience and perception of the goods and services directly received. If consumers perceive that the business organization has good management, the quality of products and services meets the standards, it builds trust. Creating a credible image, maintaining product

quality in accordance with standards and in line with consumer expectations. This will result in consumer trust. Consumer trust and perception directly influence organizational effectiveness.

Most organizational effectiveness studies are studied in the dimension of internal management or management's perspective, while the consumer perspective receives little attention. Consumers are a group of stakeholders and play an important role in measuring the success of the health and beauty manufacturing business. A study on consumer perceptions of the organizational effectiveness of health and beauty products manufacturing businesses. In the dimensions of product quality, service quality, and value. Therefore, credibility and brand image are a way to help organizations understand and recognize consumer expectations more clearly. The results of the research will be empirical information to be used to make decisions about marketing strategies. Product development, creating excellent services, and building a corporate image to stand out from the competition. This will be beneficial for entrepreneurs to improve their business management policies as well as develop operational guidelines that meet market demand. and continue to create a sustainable competitive advantage.

Research Objectives

To study the level of consumer perception of the organizational effectiveness of the health and beauty product manufacturing business in Bangkok.

LITERATURE REVIEW

Organizational effectiveness is a measure of the success of organizational management. This includes the success of executives or leaders in leading the organization in managing resources to maximize benefits or value to the organization. Robbins (2005) defined organizational effectiveness as The appropriate organizational structure covers the management method, workload, etc. By defining the roles, duties, and relationships of things in the organization, Gibson et al. (2009) stated. Effectiveness is divided into 3 levels: (1) Individual effectiveness: Individual effectiveness is caused by knowledge, ability, and skill of individuals in operations. In addition, effectiveness is also caused by the attitude towards something, with motivation being an important factor in whether a person is productive or not, and at the same time, stress can be an obstacle or obstacle to a person's effectiveness.)commitment) of people in the group who have a bond with each other. and (3) organizational effectiveness in production that meets the needs of the organization and customers. (efficiency) Efficient and appropriate use of resources. Bring satisfaction Satisfaction of executives, workers, and service users, being able to adapt to the changing situation both inside and outside the organization, and development, increasing their potential and being able to keep up with changes in the social context. This research determined

the organizational effectiveness of health and beauty products manufacturing businesses based on consumer perceptions. It consists of product quality, service quality, and cost-effectiveness. Reliability and Brand Identity

Product quality

Organizational effectiveness of the manufacturing business requires the need to focus on the quality of goods that meet the needs of customers. It achieves its intended objectives and meets industry standards, including product features such as functionality, durability, and usability, which are determined by factors such as design, materials, and manufacturing processes. It is important because it determines customer satisfaction and loyalty. Create opportunities for repeat service In addition, Tutor, Cose & Almagro (2024) studied product quality and brand loyalty in the cosmetics industry. It was found that product quality such as environmental friendliness, consistency, and beauty. Perceived quality, efficiency, reliability It has received a very high rating and is positively correlated with brand loyalty.

Service quality

Service quality is an important factor in business. It refers to the performance of a service that meets or exceeds customer expectations. It is evaluated based on the customer's perception of the overall excellence of the service, which is the result of a comparison between the customer's expectations and the customer's perception of the performance of the service received by the customer. High service quality leads to customer satisfaction. reliability confidence Compassion and Responsiveness It positively affects the customer satisfaction, loyalty, and trust of salons in Indonesia. In addition, a Lienata & Berlianto (2023) study found that the quality of service and the image of beauty clinics affect customer satisfaction, and satisfaction has a positive influence on loyalty and intention to return. It shows that competition in the beauty clinic industry needs to strengthen the will to return and customer loyalty. Therefore, it is necessary for operators to increase customer satisfaction by promoting the quality of service and the overall image of the clinic.

Value for Money

Value for money refers to spending or investing in what will get the most benefit compared to the money lost. This concept applies both in everyday life (e.g., buying goods) and in managerial contexts (e.g., government administration). benefits or quality obtained from the cost paid. Considering the context of consumption, the customer considers whether the money spent is worth it. If customers consider it cost-effective, they will buy goods or services, Lestari & Juhana (2024) stated. Maintaining or improving product quality along with maintaining competitive prices. This result provides valuable insights for cosmetics companies to cope with the increasing competition in the e-commerce market, and a Pokhrel (2023) study found that consumers value

product quality. Brand awareness and value for cosmetics Kohalpur Company Nepal. In addition, it was found that some groups of customers are more interested in herbal and natural cosmetics. Understanding consumer attitudes and behaviors is essential when positioning products. Pricing and promotional activities of cosmetics business in Nepal

Trust

Business operations, especially the business of manufacturing products or products related to health and beauty that people use to eat or import into the body by various means, need to build credibility in order to gain acceptance of customers or consumers to lead to the purchase of goods or services. In addition to that, reliability is an important basis of a good relationship between manufacturers. Traiyarach, Sawunyavisuth & Palusuk (2025) Study of the influence of advanced medical treatments, technological innovation and service quality to customer trust in the beauty service sector. It was found that there was a significant positive relationship between personalized services. Technological advancements and trust subsequently drive consumer purchasing intentions, and Lee & Childs (2021) studied the reliability of cosmetic brands. It was found that advertising cosmetic brands through Asian models was considered more credible than Caucasian models, and cosmetics brands from the United States were considered more credible than cosmetics brands from Asia. Beauty service providers should therefore focus on and leverage trust as a strategic driver of business growth, especially in emerging markets.

Brand image

Brand image is the feeling and image that consumers have about the brand. A good brand image is important to build positive relationships and loyalty among customers. Leonardi & Alfonsius (2024) stated. Modern era Competition in the manufacturing industry for personal care products and cosmetics is fierce, while beauty and cosmetics products are undergoing a lot of changes. There are various innovations that meet the needs and needs of consumers. Studies have shown that advertising A study by Imani, Hardini & Digdowiseiso (2023) found that product quality, trustworthiness, and brand image have a positive and significant impact on cosmetics purchasing decisions. Wardah of National University of Jakarta students Statistically significant

RESEARCH METHODOLOGY

The research on consumer perceptions of the organizational effectiveness of the health and beauty product manufacturing business is a quantitative research. The method of conducting the research is as follows:

Population and sample

The target population used for the study: Consumers who have purchased or used health and beauty products in the Bangkok area. The sample was determined from Taro

Yamane's success table with a 95% confidence rating, the number of samples was 400 people. The sample was obtained from Convenience Sampling

Research Tools

The tools used in the research were 1 questionnaire , divided into 3 parts. Part 1 Personal Information Questionnaire of the Sample consists of gender, age, education level. Types of products used, and period of use of the products, a total of 6 questions, Types of Closed-ended Questions, Checklist Part 2: Consumer Perception Questionnaire on the Organizational Effectiveness of the Health and Beauty Products Manufacturing Business 25 Questions Rating Scale and Part 3 Suggestions

The researchers examined the quality of the research tools in two ways: (1) content validity, 3 qualified experts considered the consistency of the questions with the index of item objective congruence (IOC), determined the criteria for questionnaires with an IOC value of 0.5 or higher, and the content accuracy of each questionnaire questionnaire. and (2) reliability by using a questionnaire with an IOC value of 0.5 or higher to try out with consumers with similar characteristics to a sample of 30 people. Confidence analysis by Kronbach's alpha coefficient Cronbach's Alpha Coefficient has a sentiment of 0.952.

Data Collection

Online Collection The data collection period was 3 weeks and the questionnaire was complete. 400 Sets Use questionnaires to analyze the data.

Data Analytics

The data analysis used descriptive statistics to describe the personal information of 400 samples and explain the scores of the studied factors by calculating the frequency, percentage, mean, and standard deviation, and summarize the results according to the next steps.

Findings

The researcher presented the results of the research in two parts: 1) personal data of 400 samples and 2) the level of consumer perception of the organizational effectiveness of the health and beauty product manufacturing business in Bangkok. The details are as follows:

1. The personal information of the 400 samples showed that (1) the majority of the respondents were gendered; female)2) Most of them were 31-40 years old, 157 people or 39.25 percent, followed by 30 years old or less than 30 years old. (3) Most of the students with bachelor's degrees (218 students) or 54.50% (54.50%), 119 people with a bachelor's degree or 29.75%, and 63 people with postgraduate degrees (15.75%). 159 people, accounting for 39.75 percent, followed by income of 25001-35,000 baht. 136 people or 34.00 percent, 53 people with an income of less than 15,000 baht , 53 people or 13.25 percent and an income of more than 35,001 baht. 52 people, accounting for 13.25 percent (5), most of them use health and beauty

products. 315 people (78.75 percent), followed by 68 people (17.00 percent) and 17 people using health products (4.25 percent), and (5) most of them used products for more than 5 years, 229 people, or 57.25 percent, followed by 143 people, or 35.75 percent, and 28 people, or 7.00 percent.

2.The level of feedback on product quality, service quality, reliability. Image of the brand Cost-effectiveness and organizational effectiveness of the health and beauty product manufacturing business. Presented as follows:

The level of awareness of the sample about organizational effectiveness Classified by dimension is quality. Products, service quality, reliability, value and brand image. It was found that the overall organizational effectiveness was at a high level (Mean=3.75, S.D.=.51), with the Trust dimension ranking first (Mean=3.89, S.D.=.59), followed by brand image (Mean =3.86, S.D.=.59), value (Mean=3.79, S.D.=.60), service quality (Mean=3.77, S.D.=.53) and product quality (Mean=3.69, S.D.=.57) respectively. Shown in Table 1

Table 1 Mean Standard Deviation Interpretation of the results and the average score of organizational effectiveness based on the perception of the sample classified by dimension.

Organizational Dimension	Effectiveness	Mean	S.D.	Interpretation	Ranking
Product Quality		3.69	.57	high	5
Service quality		3.77	.53	high	4
Value		3.79	.60	high	3
reliability		3.89	.59	high	1
Brand image		3.86	.59	high	2
Total		3.75	.51	high	

1.The level of awareness of the sample about organizational effectiveness according to the product quality dimension.It was found that the overall product quality was very high. (Mean=3.69, S.D.=.57) When considering each item, it was found that all of the items were at a high level, with the Company's products being safe and standardized, with an average value of 1st (Mean=3.75, S.D.=.69), and the products with accurate information as specified in the description or advertisement (Mean=3.75, S.D.=.75). The product meets my expectations (Mean=3.70, S.D.=.68) and the materials used to manufacture the product are of high quality and safe. (Mean=3.53, S.D.=.69) respectively. Shown in Table 2

Table 2 Mean Standard Deviation Interpretation of results and the average score of organizational effectiveness based on the perception of the sample classified by product quality dimension.

Product Quality	Mean	S.D.	Interpretation	Ranking
1. The company's products are of high quality.	3.71	.73	high	3
2. The company's products are safe and standardized.	3.75	.69	high	1
3. The product meets my expectations.	3.70	.68	high	4
4. The product contains accurate information as specified in the description or advertisement.	3.75	.75	high	1
5. The materials used in the manufacture of goods are of high quality and safe.	3.53	.69	high	5
Total	3.69	.57	high	

1.Sample perception of organizational effectiveness according to the service quality dimension it was found that the overall quality of service was very high. (Mean=3.77, S.D.=.53) When considered individually, it was found that all of them were at a high level, with the company's employees giving accurate and useful advice on health and beauty products. The company has an average value of 1st (Mean=3.93, S.D.=.71), followed by the company's ability to answer questions or solve customer problems well (Mean=3.84, S.D.=.68). The Company provides customer service quickly and courteously (Mean=3.76, S.D.=.68), and the Company monitors and evaluates after-sales results. (Mean=3.54, S.D.=.78) respectively. Shown in Table 3

Table 3 Mean Standard Deviation Interpretation of the results and the average score of the organization's effectiveness according to the perception of the sample classified by service quality dimension.

Service quality	Mean	S.D.	Interpretation	Ranking
The company provides customer service quickly and politely.	3.76	.68	high	4
The Company can answer any questions or solve problems. of customers well	3.84	.68	high	2
The company has after-sales monitoring and evaluation.	3.54	.78	high	5
Company employees give advice on products. health and beauty correctly, and useful	3.93	.71	high	1
1. The company has a clear service procedure. and create convenience for customers.	3.78	.75	high	3
Total	3.77	.53	high	

1. The sample's perception of organizational effectiveness according to the cost-effectiveness dimension was classified as: It was found that the overall value was very high. (Mean=3.79, S.D.=.60) When considered individually, it was found that it was at a high level in all of them. The average value is 1st (Mean=3.84, S.D.=.71), followed by the overall cost of buying health and beauty products from the company compared to other places. I feel that buying products from this company is worth the money (Mean=3.79, S.D.=.77), using the company's products gives good value for money (Mean=3.75, S.D.=.67) and the quality of the products is suitable for the price. (Mean=3.74, S.D.=.77) respectively. Shown in Table 4

Table 4 Mean Standard Deviation Interpretation of results and the average score of organizational effectiveness based on the perception of the sample classified by cost-effectiveness dimension.

Value	Mean	S.D.	Interpretation	Ranking
1. The quality of the product is suitable for the price paid.	3.74	.77	high	5
2. The use of the company's products gives a good value for money invested.	3.75	.67	high	4
3. Company promotions or discounts increase the value of the purchase.	3.84	.71	high	1
4. I feel that buying from this company is worth the money.	3.79	.77	high	3
5. Overall, shopping for health and beauty products from the company is more cost-effective than anywhere else.	3.82	.82	high	2
Total	3.79	.60	high	

1. Sample perception of organizational effectiveness according to the credibility dimension It was found that the overall reliability was very high. (Mean=3.89, S.D.=.59) when considered on a case-by-case basis, it was found that all of them were at a high level. The company has never been complained of fraud or sued, the average value is 1st (Mean=4.13, S.D.=.70). (Mean=3.93, S.D.=.73) Information about the product, such as components or benefits, is accurate and transparent. The company is honest and does not exaggerate (Mean=3.78, S.D.=.71) and the company has a well-established reputation in the health and beauty market (Mean=3.67, S.D.=.79) respectively. Shown in Table 5

Table 5 Mean Standard Deviation Interpretation of the results and the average score of organizational effectiveness based on the perception of the sample classified by reliability dimension.

reliability	Mean	S.D.	Interpretation	Ranking
1. The company has a well-established reputation in the health and beauty products market.	3.67	.79	high	5

2. The company is honest and does not exaggerate advertising.	3.78	.71	high	4
3. Information about the product, such as its ingredients or benefits, is accurate and transparent.	3.93	.79	high	2
4. The Company has never been complained of corruption or sued.	4.13	.70	high	1
5. I trust this company and am confident in the product.	3.93	.73	high	2
Total	3.89	.59	high	

Extinguishing the sample's perception of organizational effectiveness according to the image dimension of It was found that the overall brand image was very high. The Company is a modern and reliable brand with an average value of 1st (Mean=3.98, S.D.=.75), followed by a good image in the eyes of consumers (Mean=3.89, S.D.=.72), a unique and easily recognizable company in the health and beauty market (Mean=3.87, S.D.=.80), a packaging design company that is beautiful and modern (Mean=3.86, S.D.=.64), and an image that reflects professionalism and reliability (Mean=3.70, S.D.=.77) respectively. Shown in Table 6

Table 6 Mean Standard Deviation Interpretation of results and average score rank of organizational effectiveness based on the perception of the sample classified by brand image dimension.

Brand image	Mean	S.D.	Interpretati on	Ranking
1. The company has an image that reflects professionalism and reliability.	3.70	.77	high	5
2. The company is unique and easily recognizable in the health and beauty products market.	3.87	.80	high	3
3. The company has a good image in the eyes of consumers.	3.89	.72	high	2
4. The company is a modern and reliable brand.	3.98	.75	high	1
5. A beautiful and modern packaging design company.	3.86	.64	high	4
Total	3.86	.59	high	

DISCUSSION OF THE RESULTS

The researcher discussed the objective of the research, which is to study the level of consumer perception of the organizational effectiveness of the health and beauty product manufacturing business in the Bangkok area. The results showed that the effectiveness of business organizations producing health and beauty products in the Bangkok area according to consumer perception was at a high level. Discuss that health and beauty-related business operations are very competitive and a large market. Entrepreneurs must focus on the development of their organizations in various dimensions to meet the needs and expectations of consumers. If there is no organizational effectiveness, it will not achieve the goals and cannot be competitive.

An important dimension of organizational effectiveness is reliability, as health and beauty products must focus on product safety and formulate strategies to create consumer awareness and product reliability to lead to product purchases. In line with a study by Traiyarach,

Sawunyavisuth & Palusuk (2025), it was found that product reliability is positively correlated with consumers' purchase intention when consumers trust it. It will be a driving force for the intention to buy later. These insights provide valuable implications for beauty providers aiming to use trust as a strategic driver for business growth, especially in emerging markets.

The results show that reliability Perceived value and perception of price fairness. It has a significant positive impact on customer satisfaction. In addition, reliability Perceived value and customer satisfaction It has a significant positive impact on customer loyalty.

Organizational effectiveness dimension Brand image is also important for the business of manufacturing health and beauty products because consumers will remember the brand image before making a decision. Therefore, the brand image is like the company's information presented to consumers. In addition, a study by Imani, Hardini & Digdowiseiso (2023) found that product quality, brand image, and trust have a positive and significant impact on

cosmetics purchasing decisions. Wardah of National University of Jakarta students In line with the Adhimursandi, Rahmawati & Achmad (2024) study, it was found that brand image influences the decision to buy branded skincare products. Wardah of customers is a small thing, as there are now many companies that have similar characteristics and offer the same benefits and functionality. It's also because people trust customer reviews and testimonials more than skincare claims alone. Meanwhile, Social media marketing has a huge influence on the decision to buy branded skincare products. Consumer Wardah

Organizational Effectiveness Dimension Cost-effectiveness is one of the important dimensions in the business of manufacturing health and beauty products because it is currently recognized that health and beauty products have relatively high prices and only customers can afford them. However, if a company or business produces a product, it can create a perception of the price that is worth the quality of the product. It will affect consumers' purchasing decisions. Lestari & Juhana (2024) stated. Maintaining or improving product quality along with maintaining competitive prices. A Pokhrel (2023) study found that consumers value for money will retain customer loyalty and repeat purchases. Brand awareness and value for cosmetics Kohalpur Company Nepal. In addition, it was found that some groups of customers are more interested in herbal and natural cosmetics. Understanding consumer attitudes and behaviors is essential when positioning products. Hashem & Hashem (2023) studied the influence of rebranding on brand value in the cosmetics industry: The mediation role of value engineering.

The organizational effectiveness dimension in terms of service quality is important to the business of producing health and beauty products because service is like an attraction to satisfy consumers. The quality of service shows concreteness, reliability, confidence, Compassion and Responsiveness. It positively affects the customer satisfaction, loyalty, and trust of salons in Indonesia. In addition, a Lienata & Berlianto (2023) study found that the quality of service and the image of beauty clinics affect customer satisfaction, and satisfaction has a positive influence on loyalty and intention to return. It shows that competition in the beauty clinic industry needs to strengthen the will to return and customer loyalty. A study by Mangarin & Gonzaga (2021) found that service quality is the only factor that affects customer satisfaction in salons, and it is a factor that significantly influences customer satisfaction. While other factors There is no significant impact on customer satisfaction.

The organizational effectiveness dimension of product quality is one of the factors that reflect organizational effectiveness because health and beauty businesses need to be able to impress consumers. Product quality is a tangible factor and is likely to make consumers make a purchase decision. It was found that product quality such as

environmental friendliness, consistency, and beauty. Perceived quality, efficiency, reliability. It has received a very high rating and is positively correlated with brand loyalty. In addition, Arliandhini & Resawati (2023) studied the impact of product quality and promotion on purchasing decisions. It was found that there is a strong and statistically significant relationship between product quality and consumer purchasing behavior. In addition, promotional activities have a positive influence on consumers' purchasing decisions. It is also statistically significant.

CONCLUSION

Research on Consumer Perception of Organizational Effectiveness of Health and Beauty Products Manufacturing Business. The purpose of the study was to study consumer perceptions of the organizational effectiveness of health and beauty products in Bangkok. The data analysis showed that consumers perceived the organizational effectiveness of the health and beauty product manufacturing business at a high level (average = 3.75). Brand image. These results show that consumers value the credibility and brand image the most, which are the main factors influencing trust and purchasing decisions for health and beauty products in the future.

Findings

Businesses that manufacture health and beauty products should focus on building and maintaining credibility, such as disclosure of raw material sources. Certification of production standards and transparent brand communication to build confidence in consumers in the long term.

A marketing strategy should be developed that focuses on building a modern and reliable brand image. It also focuses on the quality of products and services that meet the needs of modern consumers. Especially in the group who care about health and beauty.

Future research may expand the scope of the study to other provinces or compare it with similar business groups such as spas, beauty clinics, or herbal products businesses to gain greater insight into the factors influencing organizational effectiveness and consumer cognitive behavior.

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