

Analysis Of Service Quality At Beauty Salons In Surabaya Using The Servqual Method

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Abstract.

This research was conducted to analyze and determine service quality and supporting attributes and to find gaps or discrepancies between consumer expectations and perceptions to improve service quality and provide solutions to existing problems. Analysis of service quality is carried out using the Servqual Method (Service Quality), a method used to measure service quality. This Servqual method measures how well a service provided by a company/service is expected to be received. This Servqual method includes 5 Gaps with five attribute dimensions: Tangibles, Responsiveness, Assurance, Reliability, and Empathy. The data needed to analyze is by distributing questionnaires to customers and management. The results of distributing questionnaires to 27 respondents and the results of the analysis show that there is a gap between consumer expectations and the perceptions received. The most significant gap is in Gap 5 with the PS2 attribute -1.073, with repair solutions ensuring consumers are comfortable by inviting them to choose a comfortable seat. Gap 1 is on the TS1 attribute -0.215, so a solution is provided to ensure the cleanliness of the salon equipment used. Gap 2 is on the PS3 attribute -0.67 and is given a solution namely, staff must rearrange management service standards and ensure staff responds well to customers. Gap 3 on AS4 attributes -0.73 with improvement solutions, namely rearranging good service standards so that the advertisements promoted are appropriate, gap 4 there are two attributes that are not managed to fulfill, namely TS5 and TS6 so that suggestions for improvements were given to install automatic air fresheners in every corner of the room and look for the best internet network provider and increase internet network speed.

Keywords: Attribute Dimensions, Gaps, Service Quality, Servqual Attributes, and Servqual Methods.

I. INTRODUCTION

Quality of service is one of the keys to a company's success and is the desire of every consumer to get good service [1]. To increase customer satisfaction, a company needs to pay attention to the quality of service, starting from the type of product, raw materials, and goods [2]. This beauty salon has been established for more than 42 years and until now has 13 branches spread across Jakarta, Tangerang, and Surabaya. This salon has advantages and disadvantages in good service from the service of its employees and the quality of the services produced, so it wants to analyze the quality of service received by consumers at the Surabaya branch salon through the Servqual method to improve service quality. Based on the results of this research, it is expected to understand and provide the expectations and needs of consumers. Service quality is a factor or measure of success for every business. Of course, to find out the quality of service, it should be measured by methods and systems that are under public service standards and in this study the "Service Quality (Servqual)" method [3].

Definition of Service

The service can be interpreted as doing something for others, which reflects intangible products, services, or everything done by a person, individually and in groups, to other parties. In Example, customer service is a job that refers to services in general as intangible products [4]; meanwhile, a service can be interpreted as doing something that is addressed to other parties. At the same time, the word service refers more to the context of repair. When consumers need services from a company/service, the company must provide the best service based on company procedures, and also as the consumer being served must be able to understand the existing conditions by not imposing excessive will so that the relationship between the service seller/company and the consumer is considered good.

Service Quality

Service quality measures how much service can be provided under consumer expectations [5]. In other words, the factors that affect service quality are the services expected by consumers, if the service exceeds what consumers expect, then service quality can be said to be good (positive), and if the service follows what consumers want, it is said to be ideal. Moreover, if the service not following what consumers expect, it can be said that the service quality is terrible (negative value). Service quality depends on the company's ability to meet consumer needs and ends with customer satisfaction and a positive assessment of service quality.

Service Quality Dimensions

There are five main dimensions arranged according to the level of relative importance as follows [6]:

- *Reliability*. It is related to the company's ability to deliver the promised service accurately from the first time.
- *Responsiveness*. Regarding the ability of service providers to assist consumers and respond to their requests on time.
- *Assurance*. Employees' knowledge, courtesy, and ability to foster consumer trust and belief in service.
- *Empathy*. Understanding and acting in the interests of consumers and paying attention to customers
- *Tangibles*. Related to the physical appearance of service facilities, equipment/equipment, human resources, and communication topics.

Servqual concept

Servqual was developed to assist managers in analyzing the source of service quality problems and understanding ways to improve service quality [7]. The Servqual model is based on service performance on the attributes relevant to the standards of each service attribute. The service quality variables have a significant impact on customer satisfaction. In this Servqual method, service quality is based on three main concepts [8]:

1. The quality of services is more difficult for consumers to evaluate than the quality of goods.
2. Perception of service quality is a comparison between customer expectations and actual service performance
3. Evaluation is also carried out on the service delivery process

There are five gaps that lead to service delivery failures [9]. The five main gaps are:

1. GAP 1 is the gap between Customer Expectations – Management Perception. These three main concepts propose Proposition 1: "The gap between customer expectations and management's perception (performance) of these expectations will have an impact on the customer's assessment of service quality."
2. GAP 2 is the gap between Management Perceptions – Service Quality Specifications. These three main concepts propose Proposition 2: "The gap between management's perceptions of customer expectations and service quality specifications will impact service quality from the customer's point of view."
3. GAP 3 is the gap between Service Quality Specifications – Service Delivery. These three main concepts propose Proposition 3: "The gap between service quality specifications and actual service delivery will have an impact on service quality from the customer's point of view."
4. GAP 4 is the gap between Service Delivery – External Communication. These three main concepts propose Proposition 4: "The gap between actual service delivery and external communication about services will have an impact on service quality from the customer's point of view."
5. GAP 5 is the gap between Expected Service – Perceived Service. These three main concepts propose Proposition 5: "The quality that customers receive in service is a function of the magnitude and direction of the gap between the service expected and the service received."

This servqual model will include an analysis of the 5 gaps that affect service quality. One of the five gaps originates from the service recipient or consumer while the remaining gaps originate from the service

provider. This model is illustrated in Figure 1. The vertical dotted line separates the two phenomena. The left is a phenomenon related to customers, and the right is related to companies or service providers.

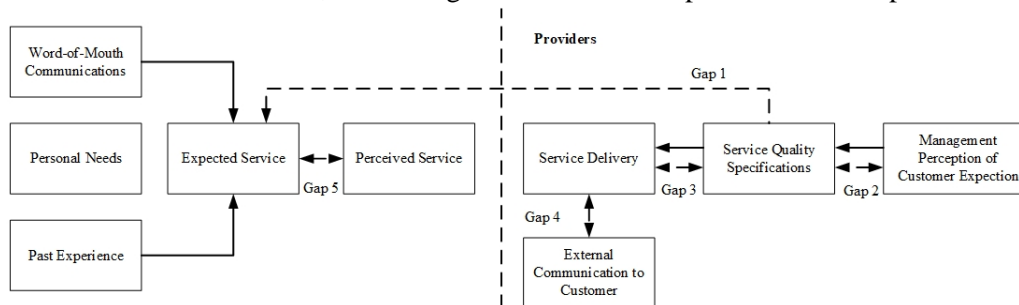


Fig. 1. Gap analysis on the Servqual method

Service quality is a global judgment or attitude regarding service superiority. Perceived quality (Q) is the degree and direction of the discrepancy between customer perceptions and expectations, which can be calculated using the formula below:

$$Q = P - E$$

Which:

P: Customers’ beliefs regarding the services received or experienced.

E: Consumers’ desires or wishes.

II. METHODS

This research begins by collecting data and information from MayMay Salon Pakuwon Surabaya for analysis. Data collection was carried out by distributing questionnaires to identify service quality problems at beauty salon, including staff services, salon facilities, and costs. Analysis was done using the Service Quality (Servqual) method, which aims to identify gaps between customer expectations and service. There are three steps to performing the analysis:

1. *Determination of Servqual Attributes*

Attributes function to analyze and identify gaps between consumer perceptions/expectations with what is received. The attributes used are based on direct observation at the salon, as well as looking at consumer reviews on several websites and applications that work with the salon, and also based on interviews with salon staff and customers.

2. *Data Collection Methods*

Data were collected by observing physical facilities and services in the salon directly, interviewing staff and consumers, and distributing questionnaires online.

3. *Data Processing Stage*

This stage involves:

- a. Determine the object being studied and analyzed
- b. Create a servqual attribute based on five servqual dimensions
- c. Gap analysis
- d. Determination of Conclusions

III. RESULT AND DISCUSSION

Identification of Research Attributes

Research attributes are attributes that are analyzed in order to achieve research objectives. The following are some of the attributes used in the study:

Table 1.Attribute Table

Attribute Code	Attribute
Tangible Attributes	
TS1	Cleanliness of salon equipment (towels, clippers, combs, and other hair care equipment)
TS2	Attractive salon design makes guests feel comfortable

TS3	Cleanliness of the room (care area, hair washing place, and waiting room)
TS4	AC works fine
TS5	The whole room smells good
TS6	Internet connectivity works fine
TS7	Treatment menu varies
TS8	Treatment results are satisfactory
TS9	The results given are in accordance with the results obtained
Reliability Attribute	
RS1	Salon staff are friendly & polite
RS2	Professional salon staff
RS3	Salon staff serve customers well
RS4	Salon staff accept consumer criticism & suggestions well
Responsiveness Attribute	
PS1	Salon staff respond well to customer requests
PS2	The staff escorts the customer to the seat / place of treatment
PS3	The staff escorts and invites customers to choose a comfortable seat
PS4	The payment/transaction process is easy and fast
Assurance Attribute	
AS1	The staff escorts the customer to the seat / place of treatment
AS2	The staff explains about the best treatment according to customer problems
AS3	Information about existing salon treatments is conveyed properly
AS4	Promotions/advertisements delivered on social media are appropriate
AS5	The customer's luggage is well guarded by the staff
AS6	Staff are honest
Empathy Attribute	
ES1	Customers feel well served
ES2	Staff provide the same service regardless of social status
ES3	Salon staff are easy to communicate with
ES4	Staff understand customer needs

Results of Customer Questionnaire Distribution

The questionnaires were distributed to customers using two methods. There are through the Google form and questionnaires directly distributed to salon customers. The target respondents were 27 salon customers who had done the above two treatments.

Table 2.Table of Results of Customer Questionnaire Distribution

ATTRIBUTE CODE	CUSTOMER EXPECTATIONS					CUSTOMER PERCEPTION				
	1	2	3	4	5	1	2	3	4	5
TS1	0	0	0	5	22	0	0	2	5	20
TS2	0	0	3	9	15	0	0	3	14	10
TS3	0	0	0	9	18	0	0	2	12	13
TS4	0	0	4	11	12	0	0	3	19	5
TS5	0	0	0	15	12	0	0	3	13	11
TS6	0	0	3	14	10	0	0	6	17	4
TS7	0	0	1	12	14	0	0	2	19	6
TS8	0	0	0	6	21	0	0	3	8	16
TS9	0	0	0	8	19	0	0	4	7	16
RS1	0	0	2	4	21	0	0	1	8	18
RS2	0	0	1	4	22	0	0	1	6	20

RS3	0	0	3	9	15	0	0	1	8	18
RS4	0	0	0	7	20	0	0	2	11	14
PS1	0	0	0	6	21	0	0	1	6	20
PS2	0	0	2	10	15	1	2	13	7	4
PS3	0	0	3	10	14	0	0	2	17	8
PS4	0	0	0	8	19	0	0	3	10	14
AS1	0	0	1	7	19	0	0	3	8	16
AS2	0	0	0	12	15	1	1	2	13	10
AS3	0	0	0	9	18	0	0	4	14	9
AS4	0	0	1	12	14	0	0	5	16	6
AS5	0	0	1	6	20	0	0	2	12	13
AS6	0	0	0	5	22	0	0	1	10	16
ES1	0	0	0	6	21	0	0	2	6	19
ES2	0	0	0	4	23	0	0	1	6	20
ES3	0	0	0	7	20	0	0	1	5	21
ES4	0	0	0	8	19	0	0	2	7	18
TOTAL	0	0	25	223	481	2	3	75	284	365

Data Analysis

1. Analysis of Gap 5

The first gap that will be analyzed is gap 5, which explains how the service is expected and how customers receive the reality.

Table 3. Analysis of Gap 5

Servqual Dimension	Attribute Code	Average Expectations	Average Customer Perception	Gap 5
Tangibles	TS1	4.815	4.667	-0.148
	TS2	4.444	4.259	-0.184
	TS3	4.667	4.407	-0.259
	TS4	4.296	4.074	-0.221
	TS5	4.444	4.296	-0.147
	TS6	4.259	3.926	-0.333
	TS7	4.481	4.148	-0.332
	TS8	4.778	4.482	-0.296
Reliability	RS1	4.704	4.630	-0.074
	RS2	4.778	4.704	-0.074
	RS3	4.444	4.630	0.185
	RS4	4.741	4.444	-0.296
Responsiveness	PS1	4.778	4.704	-0.074
	PS2	4.481	3.407	-1.073
	PS3	4.407	4.222	-0.184
	PS4	4.704	4.407	-0.296
Assurance	AS1	4.667	4.482	-0.185
	AS2	4.556	4.111	-0.444
	AS3	4.481	4.037	-0.44
	AS4	4.667	4.185	-0.482
	AS5	4.704	4.407	-0.296
	AS6	4.815	4.556	-0.259
Empathy	ES1	4.778	4.630	-0.148
	ES2	4.852	4.704	-0.148
	ES3	4.741	4.741	-0.000
	ES4	4.704	4.593	-0.111

In the table above, there are 5 Servqual dimensions with 26 attributes. For Gap 5, values for each dimension sequentially starting with Tangibles, Reliability, Responsiveness, Assurance, and Empathy are -0.24, -0.06, -0.40, -0.35, -0.10. It is known that the most significant average Gap is in the responsiveness dimension with the PS2 attribute code with an average value of -1.073. It can happen because the

responsiveness dimension relates to the ability of service providers to assist and respond to customer requests.

2. Analysis of Gap 1

Gap 1 is the gap between customer expectations and management performance perceptions. The first gap arises from a need for more understanding on the part of salon management about how customers deliver expectations.

Table 4. Analysis of Gap 1

Servqual Dimension	Attribute Code	Average Expectations	Average Customer Perception	Gap 1
Tangibles	TS1	4.815	4.733	-0.082
	TS2	4.444	4.667	0.223
	TS3	4.667	4.8	0.133
	TS4	4.296	4.733	0.437
	TS5	4.444	4.733	0.289
	TS6	4.259	4.8	0.541
	TS7	4.481	4.933	0.452
	TS8	4.778	4.867	0.089
Reliability	RS1	4.704	4.867	0.163
	RS2	4.778	4.867	0.163
	RS3	4.444	4.733	-0.045
	RS4	4.741	4.867	0.423
Responsiveness	PS1	4.778	4.8	0.059
	PS2	4.481	4.733	-0.045
	PS3	4.407	4.867	0.386
	PS4	4.704	4.867	0.46
Assurance	AS1	4.667	4.8	0.096
	AS2	4.556	5.267	0.6
	AS3	4.667	4.933	0.377
	AS4	4.481	4.733	0.066
	AS5	4.704	4.6	-0.104
	AS6	4.815	4.933	0.118
Empathy	ES1	4.778	4.8	0.022
	ES2	4.852	4.733	-0.119
	ES3	4.741	4.867	0.126
	ES4	4.704	4.8	0.096

In the table above, there are 5 Servqual dimensions with 26 attributes. For Gap 1, values for each dimension sequentially starting with Tangibles, Reliability, Responsiveness, Assurance, and Empathy, are 0.1606, 0.0166, 0.2408, 0.1183, and -0.035.

3. Analysis of Gap 2

Analysis of gap 2 is management's perception of consumer expectations to identify the gap between management's perception and service standards. This gap usually arises because the management needs to be more organized and committed to providing consumer services.

Table 4. Analysis of Gap 2

Servqual Dimension	Attribute Code	Average Expectations	Average Customer Perception	Gap 2
Tangibles	TS1	4.60	4.60	0.00
	TS2	4.53	4.53	0.00
	TS3	4.60	4.93	0.33
	TS4	4.73	4.67	-0.07
	TS5	4.67	4.53	-0.13
	TS6	4.80	4.60	-0.20
	TS7	4.87	4.73	-0.13
	TS8	4.80	4.93	0.13
Reliability	RS1	4.87	4.80	-0.07
	RS2	4.73	4.87	0.13
	RS3	4.33	4.60	0.27
	RS4	4.80	4.87	0.07

Responsiveness	PS1	4.40	4.73	0.33
	PS2	4.87	4.53	-0.33
	PS3	5.27	4.60	-0.67
	PS4	4.80	4.73	-0.07
Assurance	AS1	5.27	4.80	-0.47
	AS2	4.87	4.93	0.07
	AS3	4.73	5.00	0.27
	AS4	4.73	4.27	-0.47
	AS5	4.47	4.73	0.27
	AS6	4.53	4.67	0.13
Empathy	ES1	4.53	4.87	0.33
	ES2	4.73	4.73	0.00
	ES3	4.87	4.80	-0.07
	ES4	4.80	4.60	-0.20

In the table above, there are 5 Servqual dimensions with a total of 26 attributes starting from the Tangibles, Reliability, Responsiveness, Assurance, and Empathy dimensions with an average gap score of -0.015, 0.100, -0.183, -0.033, 0.017. The minus gap value of 2 still exists in each dimension. It can be seen that there still needs to be a gap in management's perception of service standards. The attribute with the most significant gap score is the responsiveness dimension of the PS3 attribute with a gap of -0.67, which means that management's perception of the service standards provided is not good, so suggestions for improvements must be made.

4. Analysis of Gap 3

Gap 3 analysis is related to service standards and organizers. Gap 3 can be seen about the ability of service providers to meet service standards, which here are salons. Gap 3 aims to be able to find out the gap between service standards and service providers. Furthermore, finding out the differences in the services provided and giving promises that do not follow the information will create gaps in customer perceptions.

Table 5. Analysis of Gap 3

Attribute Code	Gap 3
TS1	There are standards from the owners and staff. Know there are standards but do not live up to them.
TS4	Didn't know there was a standard
TS5	Didn't know there was a standard
TS6	Didn't know there was a standard
RS2	Didn't know there was a standard
RS4	Know there is a standard but do not run it
PS1	Didn't know there was a standard
PS3	Know there is a standard but do not run it
PS4	Didn't know there was a standard
AS3	Know there is a standard but do not run it
AS4	Know there is a standard but do not run it
AS5	Know there is a standard but do not run it
ES2	Didn't know there was a standard

The following are some suggestions for improvement of each attribute in gap 3, which has a gap based on its dimensions:

- TS1: know there are standards but do not implement them, so they are given suggestions for improvement by making rules so that employees follow the standards. The rules made are: Employees must always clean personal equipment that consumers will use, and consumers have used that. If the employee does not do so, sanctions will be given as a warning, warning letter, or salary deduction if the employee continues to violate applicable regulations.
- TS4: Not knowing there is a standard means a gap because management needed to convey standards to employees that there were standards for this attribute. This was the fault of the salon owner and proposed improvements by the owner providing written standards. Hence, employees know the standards, and employees can make sure to check room temperature so

that consumers feel comfortable. However, everyone's comfort level is different. Some like very cool rooms, and those are mediocre, so employees have to be able to adjust.

- c. TS5: Not knowing there are standards means the owner needs to convey the standards to the employees. The proposed improvements are by providing automatic air fresheners in every corner of the room so that you can always make sure the room smells good.

5. Analysis of Gap 4

Gap 4 analysis is related to the ability between service providers and external communication services, which will later impact the quality of service expected by customers. Gap 4 aims to find out the gap between service providers and communication.

Table 6. Analysis of Gap 4

Attribute Code	Tangibles Attribute	Ability
TS1	Making clean salon equipment (towels, clippers, combs, and other hair care equipment)	Able to Fulfill
TS2	Creating an attractive salon design so that consumers feel comfortable	Able to Fulfill
TS3	Creating clean rooms (care areas, hair washing areas, and waiting rooms)	Able to Fulfill
TS4	Keeping the air conditioner functioning correctly	Able to Fulfill
TS5	Makes the whole room smell good	Unable to Fulfill
TS6	Maintain internet connectivity so that it continues to function correctly	Unable to Fulfill
TS7	Provides a varied treatment menu	Able to Fulfill
TS8	Ensuring consumers are satisfied with the results of the treatment	Able to Fulfill

IV. CONCLUSION

The analysis shows a gap between consumer expectations and perceptions received based on the analysis between gap 1 to gap 5 with the highest gap value. The most significant gap is at gap 5, namely the PS2 attribute: staff takes the customer to the seat/care area with a score of -1.073. Gap 1 is the AS6 attribute: staffs are honest, with the most significant gap value of -0.2817. Gap 2 is on the PS3 attribute: staff escort and invite the customer to choose a comfortable seat of -0.67. Gap 3 is found in attribute AS4: promotions/advertisements delivered on social media are appropriate at -0.73. Gap 4 has two attributes that management cannot fulfill, that is TS5: all rooms smell good, and TS6: internet connectivity works fine. The attributes that must be improved are TS6, internet connectivity functioning correctly.

TS9, the price given following the results obtained. TS1, the cleanliness of salon equipment (towels, clippers, combs, and other hair care equipment). RS1, namely salon staff being friendly & polite. RS3, namely salon staff serving consumers well. RS4, namely salon staff accepting consumer criticism & suggestions well. Proposed improvements to PS1 include changing salon service standards to respond well to customer requests and take the initiative with a good attitude. PS2 ensures salon staff escort customers to their seats by offering seats that make consumers feel comfortable. Proposed improvements for AS1, namely providing maintenance guarantees if an error occurs when carrying out maintenance may be unintentional and providing guarantees to consumers. AS4 has a gap with the highest value among the other attribute dimensions, so promotional/advertising information on social media must be appropriate and ensure that cooperation with e-commerce or online promotions is arranged appropriately so everything is correct.

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