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**MEASURING CUSTOMER SATISFACTION IN GLOHAIR
SALON: AN APPLICATION OF THE SERVQUAL METHOD**

Bachelor's thesis

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Supervisor: Sirje Ustav, PhD

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I hereby declare that I have compiled the thesis independently and all works, important standpoints and data by other authors have been properly referenced and the same paper has not been previously presented for grading.

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ABSTRACT

This thesis is constructed to measure customer satisfaction in the Finnish Glohair hairdressing chain. The study aims to research the customer satisfaction concept in the beauty-care service industry in the European market, more specifically in Finland, and broaden the one-city-based research to country-wide, to study if there are also discrepancies within the country. An Applied SERVQUAL method constructed the questionnaire for the thesis. The questionnaire aims to measure the service quality, consumption habits, and satisfaction levels of the Glohair salons' customers, as well as differences between the salons. The participants in the study consist of customers of the Glohair hairdressing chain around Finland. The questionnaire uses both nominal questions as well as ordinal seven-point scale questions to measure customer satisfaction in the nine salons. The results of the questionnaire suggest that the Glohair customers feel satisfied with the overall customer experience. The administrative suggestions of the thesis highlight the importance of customer satisfaction determinant tangibles which is in accordance with the earlier studies made.

Keywords: Customer Satisfaction, SERVQUAL, Service Quality

INTRODUCTION

Customer Satisfaction is a measure of how satisfied a customer feels towards products, services, and capabilities provided by a company. Zeithmal and Bitner (2003), give the following definition to customer satisfaction; consumer fulfillment response, meaning that it is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment. For any organization to be successful, it must look into the needs and wants of its customers. (Singh, 2006). Empirical data on the influence of satisfaction and quality are substantiating the long-held assumption that customer satisfaction is one key to profitability (Oliver, 2015). As nowadays the importance of customer-to-customer interactions and Word-Of-Mouth is increasing, companies should pay attention to the importance of customer satisfaction (Libai et al. 2010, Rosli, Nayan 2020, Grégoire et al. 2015, Hennig-Thurau et al. 2004, Han & Anderson 2022). According to Liljander and Strandvik, (1993), service quality can be defined as the result of a customer's comparison of expectations, prior to receiving the service, with service experiences. Service Quality has a positive and significant effect on Customer Satisfaction (Herawaty et al. 2022, Arifin et al. 2020).

Few researchers have studied customer satisfaction towards service quality in the beauty care and hairdressing industry. In 2010 Khan and Tabassum studied service quality and customer satisfaction in the beauty care industry in Dhaka, Bangladesh, as did Sultana in 2016 in Chittagong, Bangladesh. Since only limited research has been done in the beauty care industry and is geographically limited to Bangladesh (Khan, Tabassum, 2010; Sultana, 2016), both authors recommend taking the research further in this industry, which motivated this research. The aim of the study is to research the customer satisfaction concept in the beauty-care service industry in the European market, more specifically in Finland, and broaden the one-city-based research to country-wide, in order to study if there are also discrepancies within the countries. The research questions in the study are:

- 1) Can consumers of beauty services be differentiated based on consumption habits and demographic factors?
- 2) Which aspects of the Glohair service quality do the customers of the chain feel satisfied with and which do not?
- 3) Whether there are differences between satisfaction levels in different Glohair salons?

Glohair is a Finnish hairdressing chain, established in 2010 when several experienced hairdressers decided to join forces. The chain wants to constantly develop its operations and fulfill the needs of the customers. Glohair has not ever systematically gathered information about the level of satisfaction in their salons.

In this study, the author will conduct an online survey of the company's customers, by applying the SERVQUAL method. The SERVQUAL method was originally presented in 1985 by Parasuraman et. al. This method is used to compare the customer's expectations of the services and the actual service they receive. (Grönroos, 2009) In this study, the author chose to measure satisfaction only towards the experienced quality of service. Based on the five determinants, presented in the SERVQUAL model, Tangibles, Reliability, Responsiveness, Assurance, and Empathy, as well as the 22-attribute scale, the author formed 29 question survey. This survey was distributed to customers from an already existing email database.

In the theoretical framework of the thesis, the author discusses the literature review, including relevant definitions and theories related to customer satisfaction and service quality. In addition, the first chapter covers different methods of measuring customer satisfaction. The second part of the thesis includes a brief introduction to Glohair and describes the features of the Finnish hairdressing industry. The following part is presenting the research design and justification. The fourth chapter introduces the study results, as well as their analysis. In the last part of the thesis, the author draws her conclusions and from the research as well gives her suggestions.

1. THEORETICAL FRAMEWORK

The first chapter discusses the literature review, including relevant definitions and theories related to customer satisfaction and service quality. In addition, the first chapter covers different methods of measuring customer satisfaction.

1.1. Customer Satisfaction

Customer satisfaction is a widely studied topic and many researchers have tried to give definition to the term itself, as well as tried to explain customer satisfaction as a phenomenon. According to Oliver (2015), customer satisfaction can be defined as the consumer's fulfillment response. It is a judgment that a product/service feature, or the product or service itself, provides, or is providing, a pleasurable level of consumption-related fulfillment, including levels of under-or-over fulfillment. Zeithmal and Bitner (2003), give quite a similar definition, stating that satisfaction is the consumer fulfillment response, meaning that it is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment.

In their study in 2002, Giese and Cote found three possible definitions of customer satisfaction;

- 1) some type of affective, cognitive, and/or cognitive response.
- 2) based on an evaluation of product-related standards, product consumption experiences, and or purchase-related attributes.
- 3) expressed before choice, after choice, after consumption, after the extended experience, or just about any other time a researcher may query consumers about the product or related attributes.

Parasuraman, Zeithaml, and Berry (1985) stated that customer satisfaction can be seen as a situational concept and that the customer's perception of service quality can change and evolve over time.

After the customer has purchased and used the service, they are either satisfied or dissatisfied with what they have received. Measuring and researching customer satisfaction informs the success of an organization in its operations. By measuring customer satisfaction, a company or organization is able to collect data from its own customers and thereby respond to customer wishes and thus improve customer satisfaction (Ylikoski 2000).

According to Singh (2006), the importance of customer satisfaction has been proven by many researchers, showing a positive correlation between customer satisfaction and an organization's profitability. Therefore, consequences of possible dissatisfaction should also be considered. In addition, there has been discovered a positive connection between customer satisfaction, loyalty, and retention. Based on this information, it can be stated that customer satisfaction, loyalty, and retention are all very important for an organization to be successful. (Singh, H. 2006). In addition, Oliver (2015) states that empirical data on the influence of satisfaction, quality, and other such measures are substantiating the long-held assumption that customer satisfaction is one key to profitability.

Customer satisfaction varies among different industries. Therefore, companies operating in similar market niches must acknowledge their competitors and own practices and behavior patterns to keep hold of the current customers and attract new ones. It cannot be assumed that most customers keep a record of their cognitive experiences and service expectations for the majority of markets. The service expectation is accumulated through earlier experiences as customers (Gilbert, Veloutsou 2006).

According to Libai et al., (2010), one of the most significant developments in the early 2000s in marketing thought has been an increasing emphasis on understanding the antecedents and consequences of customer-to-customer interactions. Customers tend to share negative feedback more usually than positive reviews and recommendations, and therefore it is important for a company to satisfy the customer needs, wants, and demands since it can reduce negative word of mouth. (Rosli, Nayan 2020)

The rise of social media platforms has made it more accessible for customers to give feedback. Online venues allow customers to give complaints much easier and more effectively than before since they do not need any more, for example, calling the company, in order to give feedback, which can lead to the company getting unwanted, negative attention. (Grégoire et al. 2015) This phenomenon can be called Electronic word-of-mouth, meaning any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet. (Hennig-Thurau et al. 2004) According to Han and Anderson, in order for a company to reduce the probability of negative reviews being posted, service providers should put greater effort into carefully listening to their customers' complaints before negative views are exposed on public platforms. (Han, Anderson 2022)

1.2. Definition of Service and Service Quality

Christian Grönroos gives many possible definitions of service in his book 2009. According to him, there are many different meanings, from a personal service to service as a product or offering. (Grönroos 2009) Grönroos also gives the following definition; A service is a process consisting, at least to some extent, of intangible functions, where functions are provided as solutions to customer problems and are usually, but not necessarily, interacted with the customer and service workers and/or physical resources and products and/or service provider systems (Grönroos 2009).

In addition Grönroos (2009) states that services tend to have three somewhat of a general nature basic features:

1. Services are processes that consist of functions or from a number of functions.
2. Services are provided and used at least to some extent simultaneously.
3. The customer participates at least to some extent in the production process of the service as a co-producer.

In their study Edvardsson et al. (2005), present a new way of portraying service; service is a perspective on value creation rather than a category of market offerings; the focus is on value through the lens of the customer; and. co-creation of value with customers is key and the interactive, processual, experiential, and relational nature forms the basis for characterizing service.

According to Liljander and Strandvik, (1993), service quality can be defined as the result of a customer's comparison of expectations, prior to receiving the service, with service experiences. (Liljander, Strandvik, 1993). Parasuraman et al., (1988), state that compared to the quality of goods, which is possible to measure objectively, the quality of services is abstractive and elusive based on the features it has. In addition, Ylikoski (2000), stated that quality should always be viewed from the customer's point of view because only the customer can tell what kind of quality it is.

Herawaty et al. found in their study 2022, that Service Quality has a positive and significant effect on Customer Satisfaction. The results of the study show that the following factors have a positive effect on consumers' opinions on Service Quality; ease of getting service, comfort, courtesy, friendliness, and accuracy in serving to make consumers satisfied. (Herawaty et al. 2022) In addition in 2020 Arifin et al., study the effects of service quality on customer satisfaction in barbershops, Finding from their study is that if customers perceive high service quality or the perceived service value is high, it will correspond with high customer satisfaction. (Arifin et al. 2020) On the other hand, in their study Kasser et al., (2018), found that service quality is not wholly responsible for customer satisfaction, but is rather one component affecting customer satisfaction, among other determinants, such as situational factors, service features, complaint handling, perceived customer value, and corporate image among others.

According to Grönroos (2009), the service quality perceived by the customer has two fundamental dimensions. They are called technical and functional quality. Technical quality, which can be also seen as the outcome dimension. For example, when a visitor receives his/her hotel room and bed, or a taxi takes a passenger to the desired destination, the functional dimension of quality is fulfilled. In essence, technical quality is the quality that the end result of the actual service carried out has in the customer's mind. What is received from the interaction between the customer and the

company is important to the customers, and it has a significant role in their assessment of the service quality. Technical quality is often mistaken as the overall quality of the delivered service while it is actually just one of the quality dimensions. It is the technical solution to a problem that is left to the customer once the interaction between the customer and the company is over. (Grönroos 2009)

The technical dimension is not the entire quality experienced by the customer. Functional quality is the process dimension that is affected by the handling of the service process. How they receive the service and experience the production- and consumption process simultaneously influences the quality perception of the customer. If we think about the earlier examples referring to technical quality, the behavior and attitude of the hotel's service staff, as well as the appearance and cleanliness of the hotel premises, are examples of factors that influence the customer's perception of functional quality. If a taxi is dirty, and the ride to the destination takes too long, the functional quality dimension appears to be poor, even if the technical requirement of getting to the destination is met. This will decrease the overall quality perception of the customer. In addition to these examples, lots of other factors may influence the functional dimension of quality, even other customers that use the same or similar service at the same time. Essentially, compared to technical quality, functional quality can be seen as the quality of the way the end result is achieved. Evaluating functional quality objectively, naturally is not as easy as evaluation of technical quality. (Grönroos 2009)

According to Chow et al., (2012), although good service quality tends to result in customer satisfaction, perceived value is always regarded as an important factor in determining customer satisfaction. Therefore, they suggested that in order for a firm to gain a competitive advantage in the market it is operating in, a firm should provide customers with a perceived value higher than that of the competition. (Chow et al. 2012).

1.3. Measuring Customer Satisfaction

In this chapter methods and models related to measuring customer satisfaction and service quality are introduced

1.3.1. The Service Quality Model

In 1985 Parasuraman et al., first presented The Service Quality Model, also known as The SERVQUAL Model. The SERVQUAL model identifies ten determinants of service quality;

1. Reliability: involves consistency of performance and dependability.
2. Responsiveness: concerns the willingness or readiness of employees to provide service. It involves timeliness of service, which should answer to the customer's needs as quickly as possible.
3. Competence: means possession of the required skills and knowledge to perform the service.
4. Access: involves approachability and ease of contact.
5. Courtesy: involves politeness, respect, consideration, and friendliness of contact personnel (including receptionists, telephone operators, etc.)
6. Communication: means keeping customers informed in a language they can understand and listening to them. It may mean that the company has to adjust its language for different consumers-increasing the level of sophistication with well-educated customers and speaking simply and plainly to a novice.
7. Credibility: involves trustworthiness, believability, and honesty. It involves having the customer's best interests at heart.
8. Security: is the freedom from danger, risk, or doubt.
9. Empathy: understanding / knowing the customer, involves making the effort to understand the customer's needs.
10. Tangibles include the physical evidence of the service.

Later on, Parasuraman et al., 1988, continued to study The SERVQUAL Model and narrowed the determinants down to the following five;

1. Tangibles: Physical facilities, equipment, and appearance of personnel.
11. Reliability: Ability to perform the promised service dependably and accurately.
12. Responsiveness: Willingness to help customers and offer prompt service.
13. Assurance: Knowledge and courtesy of employees and their ability to inspire trust and confidence.
14. Empathy: Caring, individualized attention the firm provides to its customers.

Since the last two determinants, assurance, and empathy, include characteristics that represent the seven of the original determinants; communication, credibility, security, competence, courtesy, understanding/knowing customers, and access, this adjustment to the SERVQUAL model could be made (Parasuraman et al. 1988). These determinants will be evaluated with a 22-attribute scale, which is made to measure the five dimensions covering these determinants. (Parasuraman et al. 1988) When using the SERVQUAL method, respondents are asked to describe the 22 attributes on a seven-point scale, one being strongly disagreed and seven strongly agreeing. (Parasuraman et al. 1988)

In essence, SERVQUAL is a method to measure how customers of the company experience the quality of the service. The method is based on comparing the customer's expectations towards the service and the actual service they receive, by using the five determinants. (Grönroos 2009). According to Grönroos (2009), when using the SERVQUAL method, one should always analyze the dimensions and attributes and possibly even adjust them before using the method. Since services differ from each other, the original scale might not always be the best option and it might be necessary to either add new aspects or exclude some of them. (Grönroos 2009).

In their study in 2016, Sultana et.al., found that among the SERVQUAL determinants, Tangibility had the maximum influence on customer satisfaction in their study on beauty parlors. This suggests that physical facilities attract customers more nowadays and people tend to take service in an appealing environment, and therefore beauty parlors authorities should concentrate on these other factors in order to increase customer satisfaction levels. This finding is supported by earlier research by Khan and Tabassum in 2010, where the researchers found that especially if the beauty-care company operates at a higher price range, the importance of image portrayal is higher and contributes positively towards customer satisfaction. This highlights tangible elements of the parlors, such as sufficient space, high quality of material, and proper maintenance of the environment (Khan, Tabassum 2010). Contrary to these findings, in her study 2021, Restiana found that Tangibility did not show impact on customer satisfaction, stating that beauty-care professionals are required to provide impressive physical evidence to customers, but this still does not have a positive effect on customer satisfaction (Restiana 2021). In addition, in his study in 2010, Siddiqi researched customer satisfaction in the banking industry and found Empathy being the determinant that showed the highest positive correlation, suggesting that by focusing on employee-customer interaction quality, customer satisfaction could be increased. It is also acknowledged that situational factors, such as demographic, social, cultural, and political factors, may affect customer satisfaction. (Sultana et al. 2016). In addition, Culiberg, B. and Rojšek, I. (2010), implicate that the analysis of their study results show that actually all of the dimensions of service quality are good predictors of customer satisfaction.

Buttle (1996) reviewed the SERVQUAL and presented some critique to the model. According to Buttle (1996), there is disagreement among the academics on whether the service quality should be measured at all as a comparison of expectations and experiences as in SERVQUAL or rather consider service quality through the customer's experiences and observations. Additionally, SERVQUAL has received criticism for focusing on the process itself rather than evaluating the outcome of the whole experience (Buttle 1996).

1.3.2. The GAPS Analysis

The executives of companies that provide services may not always understand what features connect high quality to consumers in advance, what features a service must have in order to meet

consumer needs, and what levels of performance on those features are needed to deliver high-quality service. (Parasuraman et al. 1985) To help the executives to understand the difference between the expectations and actual experience, Parasuraman et. el., 1985, developed The GAPS Analysis method. In their research, they found five gaps between the customer expectations from a service or business and the actual experience they perceive. Based on these gaps, they developed The GAPS model. These five gaps and their characteristics are as followed:

Gap 1: The gap between consumer expectations and management perceptions of those expectations will have an impact on the consumer's evaluation of service quality.

Gap 2: The gap between management perceptions of consumer expectations and the firm's service quality specifications will affect service quality from the consumer's viewpoint.

Gap 3: The gap between service quality specifications and actual service delivery will affect service quality from the consumer's standpoint.

Gap 4: The gap between actual service delivery and external communications about the service will affect service quality from a consumer's standpoint.

Gap 5: The quality that a consumer perceives in a service is a function of the magnitude and direction of the gap between expected service and perceived service.

According to Mauri et al., (2013), the strengths of the Gaps Model certainly lie in its relative simplicity, the linearity of its outline, and the rationality of the firm actions, which determine its intelligibility and its communicative force.

One limitation to the GAPS model is the finding presented by Haksever et al. in 1997, indicating that many of the causes that lead to these gaps in larger organizations, simply might not exist in smaller companies, suggesting that the model might not be applicable to smaller businesses.

1.3.3. Grönroos Model of Service Quality

In his book 2009, Grönroos introduces the concept of Perceived Service Quality and The Service Quality Model. This method is based on research that explores consumer behavior and how

expectations placed on products and services influence the evaluation. The model was developed to help managers and researchers to understand what service consists of in the mind of a customer (Grönroos 2009).

The total perceived quality consists of two main aspects; expected quality and experienced quality. This combination forms the total perceived quality. Expected quality is influenced by marketing communication, sales, image, communication, and public relations. The needs and values of the customer also influence the expectations. Experienced Quality is influenced by the technical and functional quality, which were introduced in chapter 1.2. (Grönroos 2009).

In addition to total perceived quality, experienced- and expected quality influence each other. The perceived service quality can be seen as satisfactory when experienced quality corresponds to customers' expectations, or in other words, expected quality. If a customer's expectations happen to be unrealistic, the total perceived quality will be on a low level, even if objectively the experienced quality is at a pleasing level. (Grönroos 2009)

In their study in 2013, Zaibaf et.al. applied the Grönroos model in the hospitality industry. Their findings suggest that technical quality had no significant impact on the image, perceived quality, or customer satisfaction. According to Zaibaf et al., (2013), this might indicate that customers see the technical quality as an essential and fundamental part of the service, including technical skills, knowledge, and techniques related to equipment and facilities, rather than something that would have a positive effect on customer satisfaction. Functional and technical qualities are essential but not enough to satisfy customers because they are indirect factors to satisfaction. (Zaifab et al. 2013)

2. GLOHAIR INTRODUCTION AND OVERVIEW OF THE FINNISH HAIRDRESSING INDUSTRY

The second chapter includes a brief introduction of Glohair, as well as an overview of the Finnish hairdressing industry.

2.1. Glohair Introduction

Glohair is a Finnish hairdressing chain, established in 2010 when several experienced hairdressers decided to join forces. (<https://glohair.fi>) According to one of the owners, Glohair is in a way a cooperation with multiple hairdressing companies, which was started to integrate marketing operations and, in this way, to get more visibility. In essence, Glohair could be described as a marketing concept. All the salon owners are responsible for example for their own staff, finances, and practical functions. Still, this collaboration brings safety and security for the entrepreneurs, as they have support from the other Glohair owners. (One of the Glohair owners 2022 Helsinki).

Glohair salons are not meant to be replicas of each other, but rather every salon looks like its owner and staff. Glohair has in total nine different salons, located in Tampere, Hämeenlinna, Helsinki, and Seinäjoki. Salons are located in city centers, with good transport connections. (<https://glohair.fi>)

In addition to hairdressing services, the salons also offer a variety of other beauty salon services, such as make-up, eyelash, and nail services. The staff of the salons consists of both, experienced professionals as well as talented newcomers. Salons use leveled pricing, hairdressers are divided into three different price categories based on their experience in the field. This allows the customer to influence the price of the service. (<https://glohair.fi>)

One of the owners estimated that the gender distribution between their customers is about 30 % of males and 70 % of females. According to him, the average age among the customers is harder to evaluate. At some level, more experienced hairdressers tend to have more senior clients, and newer

employees usually have younger clients. Most customers come in for a haircut and color, but also only hair cuts are popular among the customers. (One of the Glohair owners 2022).

When asked what the most important values to the company are, one of the owners said that more than everything, they want to be able to provide the best possible service to their customers and make them feel safe and appreciated. In addition, for Glohair it is important to offer technical work with high quality as well the expertise of the staff, maintaining and developing their skills. (One of the Glohair owners 2022)

The need to measure customer satisfaction arose because Glohair has not ever gathered systematically information about the level of satisfaction. The owner mentioned that some portion of the feedback is given straight to the staff, at the actual service event, but customers' deeper thoughts and feelings quite rarely come up at the event. Therefore, Glohair wants to understand their customers better in order to keep them satisfied. (One of the Glohair owners 2022)

2.2. Features of the Finnish Hairdressing Industry

According to one of the Glohair owners, a typical feature of the service in the hairdressing sector is that the interaction with customers is done very closely. In order to perform the service, the hairdresser needs to touch the client and physically be close to them. It is also common to keep conversations up with the customer during the service event. Sometimes customers and hairdressers form bonds, or even friendships, which can affect the consumers' decision to choose a certain hairdresser. This is supported by findings from Garzaniti et. al. (2011) study, which highlights the importance of conversation during hairdressing service encounters. According to the Glohair owner, it is usual that when a consumer finds a hairdresser whom they approve and trust, they are not likely to change to going to a new hairdresser very easily. (One of the Glohair owners 2022)

When asked what the biggest challenges in the industry are, one of the owners states that since there are many operators in the field, it can be hard to stand out to the customers. The owner believes that most customers choose their hairdresser rather based on the quality of the service event than just based on the end result. This shows why the level of customer satisfaction is important when working in the hairdressing field. The owner describes that the biggest possibility

of success in the industry revolves around hairdressers' ability to learn new and be creative with their work. By offering something new and different to the customers, you can gain a competitive advantage. (One of the Glohair owners 2022)

3. RESEARCH METHODOLOGY

The third chapter introduces the methodology of the research, including research design, data collection method, sampling design, and research instrument.

3.1. Research Design and Justification

The aim of the study is to research the customer satisfaction concept in the beauty-care service Industry in the European market, and in this case more specifically in Finland, and broaden the research in this field countrywide, in order to study if there are also discrepancies within the countries. Both primary and secondary data were used for the research. To gather primary data and measure customer satisfaction, the author conducted a survey for the Glohair clientele, to directly gather their opinions on the chain's operations. As stated in chapter 2.1., prior to this survey Glohair has not ever gathered systematically information about the level of satisfaction. The only data that has been received is the feedback that customers have given straight to the staff. The primary data collected and analyzed in this study is quantitative. The questionnaire aims to measure the service quality, consumption habits, and satisfaction levels of the Glohair salons' customers, as well as differences between the salons.

The author chose to apply the SERVQUAL model in this study, in order to formulate the survey. As the aim was to rather study the experienced quality in service, than the expectations of customers, the questions were based on the scale of experienced value. Since there is a possibility, that customer's expectations can be unrealistic, which can result in the total perceived quality being on a low level, even if objectively the experienced quality would be at a pleasing level. (Grönroos 2009) In addition, in his study in 1996, Buttle suggested that SERVQUAL might be focusing too much on evaluating the service process rather than evaluating the outcome and whether service quality should be measured at all as a comparison of expectations and experiences, as in SERVQUAL, or based solely on customer experiences or observations. (Buttle 1996) Therefore, the author rather chose to explore in this study only the experienced quality, in order to provide the company data which is directly based on the actual service event. The same approach was successfully used for a similar research concept, by Sultana et.al., in 2016.

3.2. The Survey

The survey (Appendix 1) includes 29 questions, nine out of them were not directly related to customer satisfaction but were rather meant to find out what is the typical background of a Glohair customer, such as age and gender, as well as to map out their consumption habits in the hairdressing industry.

The remaining 20 questions were formed based on the 22-attribute scale that Parasuraman et al., presented in 1988. The questions were designed to measure the five SERVQUAL determinants, Tangibles, Reliability, Responsiveness, Assurance, and Empathy. Questions regarding the determinant Tangibles, involved aspects such as Physical facilities, equipment, and appearance of personnel (Parasuraman et al. 1988). The next determinant, Reliability, covers questions concerning how dependable and accurate the customers experience the service to be. (Parasuraman et al. 1988). The determinant Responsiveness is measured with questions regarding employees' willingness to help customers, as well as the time frame of the service (Parasuraman et al. 1988). The Assurance section covers questions about employees' expertise and courtesy, as well as their ability to inspire trust and confidence (Parasuraman et al. 1988). For the last determinant Empathy, the focus is on the questions about the ability of employees to give attention to customers and their needs and provide them with personalized service. All of the questions were altered to suit the industry in which Glohair operates. For these questions the respondents were asked to give their assessment on a 7-point Likert scale with 1 meaning "strongly disagree" and 7 "strongly agree".

The study was conducted as an online survey, which was distributed to customers of the chain via an already existing email database. This database consists of email addresses provided voluntarily by customers, who have at least once visited Glohair. This was the most convenient way to measure satisfaction among already existing clients and to keep the results accurate

Cronbach coefficient alpha was used to assess the reliability of the survey instrument used for the study. The reliability, as assessed by a Cronbach Alpha was calculated to be 0.966 which means that the survey instrument is reliable.

3.3. The Sample

A convenience sampling method was used to gather the sample. Since customers who have already visited Glohair salons are the most convenient population to measure the customer satisfaction among, the survey was directed to them. The population where the sample was gathered was, from the already existing Glohair email database, consisting of email addresses provided voluntarily by customers, who have at least once visited Glohair. The survey was sent to everyone in this database and it was told that answering the survey is voluntary. The customers who did answer formed the sample in this study.

The survey was sent out on 11 April 2022, to approximately 10 000 recipients from Glohair’s existing email database. Altogether, 328 responses were collected, which means that the answering rate to the survey was 0,03%. The respondents were guaranteed anonymity and the responses were only used generally for data analysis for this research to draw conclusions.

Table 1. Gender distribution

Gender	Frequency	Percentage (%)
Male	51	15.5
Female	272	82.9
Non-binary	2	0.6
Prefer not to say	2	0.6

Source: author’s calculations

As presented in Table 1., out of 328 respondents, 272, 82,9%, were female and 51, 15.5%, male, two identified as non-binary and two preferred not to say their gender, equally being 0.6% out of the respondents.

Table 2. Age range

Age Group	Frequency	Percentage (%)
18>	5	1.5
18-29	40	12.1
30-39	46	13.9
40-49	73	22.1
50-59	74	22.4
60<	93	28.1

Source: author's calculations

The age range (Table 2.) among the respondents was more scattered. The highest number of respondents belonged to the age group of over 60 years old with 92 respondents, being 28% of the respondents, followed by the age group 50-59 years old with 74 respondents, 22.6%, and 40-49 years old 72 respondents, 22%. The minority of respondents were between the ages of 30-and 39, with 45 respondents, 13.7%, and 18-29 with 40 respondents, 12.2%. The smallest age group was under 18 years old, with only five respondents, 1.5% of the respondents.

4. RESEARCH RESULTS

The fourth chapter introduces the study results, as well as their analysis.

Respondents of the survey were first asked to answer questions about their consumption habits; which salon they visited last time, how often they visit a hairdresser, do they usually visit the same salon and hairdresser, and how they became a Glohair customer, and where they usually buy their hair products.

Table 3. The last location where respondents visited

Location	Frequency	Percentage (%)
Aleksanterinkatu	23	7
Hämeenkatu	59	18
Helsinki	8	2.4
Sammonkatu	34	10.4
Seinäjoki	6	1.8
Sibeliuksenkatu	68	20.7
Tammela	29	8.8
Tampella	65	19.8
Tiiriö	36	11

Source: author's calculations

As shown in Table 3., most respondents had visited last time Glohair Sibeliuksenkatu, 68 respondents, 20.7%, followed by Glohair Tampella with 65 respondents, 19.8%, and Glohair Hämeenkatu with 59 respondents 18%. Glohair Tiiriö was the last visit for 36 respondents, 11%, followed by Glohair Sammonkatu, 34 respondents, 10.4%, and Glohair Tammela 29 respondents, 8.8%, and Glohair Alekstanterinkatu, 23 respondents, 7%. The smallest group of respondents had last visited Glohair Helsinki, eight respondents, 2.4%, and Glohair Seinäjoki six respondents, 1.8%. Three respondents did not answer this question.

Table 4. The time period interval

Time Period Between Visit	Frequency	Percent (%)
2 months	158	48.2
3 months	75	22.9
4-6 months	60	18.3
>6 months	23	7
> 1 year	11	3.4

Source: author's calculations

The typical time period interval between hairdresser visits, presented in Table 4., was two months, with almost half of the respondents 158, being 48.2% of the answers. Respondents that visited once in three months were 75 respondents, 22.9%, and the ones that visited once every four to six months were 60 respondents, 18.3%. The minority of the respondents visited less often, once in six months to a year, 23 respondents, 7% and less often than once in a year, 11 respondents, 3.4%. One respondent did not answer this question.

Table 5. Customers who usually visit the same Glohair salon

Usually visits the same salon	Frequency	Percentage (%)
Yes	283	86.3
No	45	13.7

Source: author's calculations

Table 6. Customers who usually visit the same Glohair hairdresser

Usually visits the same hairdresser	Frequency	Percentage (%)
Yes	258	78.7
No	68	20.7

Source: author's calculations

As shown in Table 5., a greater number of the respondents usually visit the same Glohair salon, 283 respondents, 86.3%. Only 13.7% of the respondents do not prefer going to the same Glohair salon. Responses were quite similar when asked if they usually visit the same hairdresser, presented in Table 6., with 258 respondents, 78.7%, answering yes and 68 respondents, 20.7%, answering no. Two respondents did not answer this question.

Table 7. How respondents found Glohair

How end up as a customer	Frequenc y	Percentage (%)
Recommendation from a friend	111	33.8
From a street view	78	23.8
Google	26	7.9
Social Media	19	5.8
Something else	93	28.4

Source: author's calculations

When asked how did the respondents end up coming to Glohair (Table 7.), most of the respondents answered "based on a recommendation from a friend", with 111 respondents, 33.8%. Ninety-three respondents answered that the reason was" something else", being 28.4% of the respondents. Respondents who noticed the salon in the street view and became customers were 23.8%, with 78 respondents. Only 26 respondents, 7.9%, found the salon through Google, and 19 respondents, 5.8%, from social media. One respondent did not answer this question.

Table 8. Where respondents purchase hair products

Where purchasess hair products	Frequenc y	Percentage (%)
Salon	103	31.4
Department store	89	27.1
Grocery store	51	15.5
Online store	45	13.7
Cosmetics store	30	9.1
Somewhere else	10	3

Source: author's calculations

As presented in Table 8., typically respondents bought their hair products from a salon, 103 respondents, 31.4%, followed by the ones that bought them from a department store, 89 respondents, 27.1%, and the ones making the purchase from a grocery store, 51 respondents, 15.5%. Forty-five respondents, 13.7%, answered that they usually buy hair products from an online store, and 30 respondents, 9.1%, make the purchase from a store that specializes in cosmetics. Ten respondents, 3%, answered that they purchase somewhere else.

Table 9. Mean values from the questions

Question	Mean Value
Tangibles	
Appendix 1 Q9	6.3
Appendix 1 Q10	6
Appendix 1 Q11	6.4
Appendix 1 Q12	6.2
Reliability	
Appendix 1 Q13	6.2
Appendix 1 Q14	6.1
Appendix 1 Q15	6.4
Appendix 1 Q16	6.6
Appendix 1 Q17	6.4
Responsiveness	
Appendix 1 Q18	6.1
Appendix 1 Q19	6.4
Appendix 1 Q20	6.5
Assurance	
Appendix 1 Q21	6.4
Appendix 1 Q22	6.5
Appendix 1 Q23	6.5
Appendix 1 Q24	6.1
Empathy	
Appendix 1 Q25	6.3
Appendix 1 Q26	6.3
Appendix 1 Q27	6.4
Appendix 1 Q28	6.5
Appendix 1 Q29	6.2

Source: author's calculations

In the next part of the survey, the questions were based on the five SERVQUAL determinants. In Table 9. mean values for every question are presented and in Table 10. mean values for every SERVQUAL determinant are presented. The first determinant to be covered is Tangibles. First respondents were asked how they feel about the equipment and products used in Glohair, then about the facilities, as well about the appearance of the Glohair staff and whether or not the salons are located conveniently to the customers.

Table. 10 Mean values of the SERVQUAL determinants

Service Quality Determinant	Mean Value
Tangibles	6.2
Reliability	6.3
Responsiveness	6.3
Assurance	6.4
Empathy	6.3

Source: author's calculations

The average rating for the first question; "Equipment and products used in Glohair are functioning and up to date" was 6.3 out of a maximum of 7. For the second question "The Glohair facilities are comfortable and customer-friendly" the average rating was 6.0. The best rating in the Tangibles section was in the third question; "The employees of Glohair have dressed appropriately" with a rating of 6.4. The last question; "Glohair salons are located in a convenient location for me" had a rating of 6.2. Overall, the average rating in the Tangibles section was 6.2.

The next determinant that the survey covered was Reliability. The respondents were asked to rate their opinions regarding the following questions; Did they get an appointment at a suitable time for them, did they get help regarding products and at-home treatment, do they trust Glohair, did the service they booked an appointment for happening in the promised time frame and whether or not they trust the way Glohair operates.

The first question "I did get an appointment from Glohair at a time that suits me" got a rating of 6.2. The average rating for the next question "I have received help and recommendations from Glohair staff for the right products for me and home care for my hair" was 6.1, followed by the third question "In my opinion Glohair is reliable" with the average rating of 6.4. The next question "The service that I have booked has happened in the promised time frame" got the best rating in the Reliability- category with an average of 6.6. The last question "I trust the way Glohair operates" got an average rating of 6.4., meaning that the average rating in the Reliability section is 6.3.

The following SERVQUAL determinant is Responsiveness. Questions, as followed, will be measuring customers' satisfaction towards this determinant; Is the online booking system of Glohair functioning, if they have received help from Glohair staff when needed and if the Glohair hairdresser has reserved enough time for the service.

The first question "The online booking for Glohair is functioning", got the lowest rating out of the section, with an average of 6.1. For the second question "I have received help from Glohair staff when needed" the average rating was 6.4. Lastly, the rating for the question " Glohair hairdresser has reserved enough time for my service" was an average of 6.5. For the Responsiveness-determinant the overall average of the ratings was 6.3.

The next determinant of Assurance was covered by asking the following questions from the respondents; Do they trust the Glohair staff members, do they feel safe and accepted while visiting Glohair, is the staff at Glohair polite and friendly, as well, whether the staff has the right conditions to do their job well.

The average rating for the first question of the section "I can trust the staff of Glohair", was 6.4. The second and third questions, "I feel safe and accepted while visiting Glohair" and "The staff in Glohair are polite and friendly" both get an average rating of 6.5. The lowest rating in the Assurance category was in the last question " The Glohair staff have the right conditions to do their job well" with an average of 6.1. The overall average rating in this section was equal to 6.4.

The last SERVQUAL determinant is Empathy. To measure satisfaction towards this determinant, the following questions were asked from the respondents; whether they have received personalized service at Glohair, do they feel that the customer is seen as an individual at Glohair, have they felt that their wishes have been listened to and answered from Glohair, whether the operating hours of Glohair are acceptable and do they feel that they have experienced the best possible service from Glohair.

For the first question in this section, "I have received personalized and individualized service from Glohair", the average rating was 6.3. Following the question "Customer is seen as an individual at Glohair" the rating was also an average of 6.3. The third question "I have felt that my wishes had been listened to and answered in Glohair" had an average rating of 6.4. The best result in the Empathy-section was in the fourth question "The operating hours of Glohair acceptable for me", with an average rating of 6.5. Lastly, the question "I have experienced the best possible service in Glohair" had an average rating of 6.2. For the last determinant, the overall average rating was 6.3.

When taking into consideration all the determinants, respondents gave the best ratings in the section which was designed to measure the fourth determinant, Assurance. On the contrary, respondents gave the lowest ratings in the Tangibles category.

In addition, one aim of this study was to research how the experienced service quality varies between the different Glohair salons. To research, this average rating on each determinant category was calculated for each location as well. Earlier in this chapter of the study, the overall average ratings for each determinant were calculated. By comparing each salon's average rating and the average rating of the corresponding determinant, it can be discovered which of the locations were rated below average and which were above average. Table 11. Demonstrates mean values of the determinants from every location.

Table 11. SERVQUAL determinants mean values in different locations

Location	Service Quality Determinant Mean Value				
	Tangibles	Reliability	Responsiveness	Assurance	Empathy
Aleksanterinkatu	6.2	6.2	6.2	6.2	6.2
Hämeenkatu	6.3	6.3	6.3	6.4	6.3
Helsinki	6.6	6.6	6.7	6.9	6.8
Sammonkatu	5.8	5.8	5.7	5.9	5.8
Seinäjäjoki	6.5	6.8	6.8	6.8	6.8
Sibeliuksenkatu	6.5	6.6	6.6	6.6	6.5
Tammela	6.1	6.2	6.2	6	5.9
Tampella	6.2	6.5	6.3	6.6	6.5
Tiiriö	6.3	6.4	6.3	6.4	6.4

Source: author's calculations

For the first determinant, Tangibles, the average rating for each salon as followed; Aleksanterinkatu 6.2., Hämeenkatu 6.3., Helsinki 6.6., Sammonkatu 5.8., Seinäjoki 6.5., Sibeliuksenkatu 6.5., Tammela 6.1., Tampella 6.2. and Tiiriö 6.3. Since as previously in the study was stated, the overall average rating in this section was 6.2., salon locations in Hämeenkatu, Helsinki, Seinäjoki, Sibeliuksenkatu, and Tiiriö outperformed the average. On the contrary, Sammonkatu and Tammela were below average in the ratings.

The second determinant is Reliability. Salons average ratings in this category as followed; Aleksanterinkatu 6.2., Hämeenkatu 6.3., Helsinki 6.6., Sammonkatu 5.8., Seinäjoki 6.8., Sibeliuksenkatu 6.6., Tammela 6.2., Tampella 6.5. and Tiiriö 6.4. The overall average rating in this category was 6.3., meaning that most of the salons, Helsinki, Seinäjoki, Sibeliuksenkatu, Tampella, and Tiiriö, did well in this category. Aleksanterinkatu, Sammonkatu, and Tammela were below the average in the ratings in this section

The following determinant is Responsiveness. In this section salons average ratings as followed; Aleksanterinkatu 6.2., Hämeenkatu 6.3., Helsinki 6.7., Sammonkatu 5.7., Seinäjoki 6.8., Sibeliuksenkatu 6.6., Tammela 6.2., Tampella 6.3. and Tiiriö 6.3. The average rating for the Responsiveness-determinant was 6.3. Salons in Helsinki, Seinäjoki, and Sibeliuksenkatu got the best rating average in this section, whereas Aleksanterinkatu, Sammonkatu, and Tammela did not perform so well compared to the average of the ratings.

The following determinant is Responsiveness. In this section salons average ratings as followed; Aleksanterinkatu 6.2., Hämeenkatu 6.3., Helsinki 6.7., Sammonkatu 5.7., Seinäjoki 6.8., Sibeliuksenkatu 6.6., Tammela 6.2., Tampella 6.3. and Tiiriö 6.3. The average rating for the Responsiveness-determinant was 6.3. Salons in Helsinki, Seinäjoki, and Sibeliuksenkatu got the best rating average in this section, whereas Aleksanterinkatu, Sammonkatu, and Tammela did not perform so well compared to the average of the ratings.

The last determinant is Empathy. For the last section each salon average rating in the category as followed; Aleksanterinkatu 6.2., Hämeenkatu 6.3., Helsinki 6.8., Sammonkatu 5.8, Seinäjoki 6.8., Sibeliuksenkatu 6.5., Tammela 5.9., Tampella 6.5. and Tiiriö 6.4. The overall average rating in the Empathy section was 6.3. Helsinki, Seinäjoki, Sibeliuksenkatu, Tampella and Tiiriö outperformed the average in this section. Aleksanterinkatu, Sammonkatu, and Tammela were below average in the ratings. If we take a look at which salons got the best ratings overall from the respondents, Helsinki and Seinäjoki, did the best in every category. Vice versa, the salon located in Sammonkatu got the lowest ratings.

A Kruskal-Wallis's test was done between the salon results and the P-Value was smaller than 0.001, suggesting that there is evidence of a statistically significant difference with a significance of 0.05 between the groups. In addition, a Mann-Whitney U test was done with a significance of 0.05 between the salons which got the lowest and highest rankings in the survey. The P-value was more than 0.005, meaning that there is evidence that there is not a statistically significant difference in the continuous outcome variable between those two independent groups.

DISCUSSION AND CONCLUSIONS

The last chapter includes the author's conclusions from the survey, and suggestions from the author, based on the study results.

The study which was conducted, aims to research the customer satisfaction concept in the beauty-care service industry in the European market, more specifically in Finland, and broaden the one-city-based research to country-wide, in order to study if there are also discrepancies within the countries. The research questions which the survey aims to answer are the service quality, consumption habits, and satisfaction levels of the Glohair salons' customers, as well as differences between the different salons.

One of the owners expected that their customers would divide approximately 70 % female and 30%, male. This study suggests that the percentage of females among the customers could be even higher, as the percentage of females among the respondents was 83.3%, males 15.1%, non-binary 0.6%, and preferred not to say 0.6%. Since over 50% of the respondents were over 50 years old, this study suggests that the majority of the Glohair chain is more popular among older customer groups.

Positive findings from the research were the information that most customers prefer to visit often, as well that a great share of the respondents bought their hair care products from the salons. This defines the importance of recommending products to customers and thus generates additional sales. In addition, 86.1% usually visit the same salon, and 79% visit the same hairdresser. This could provide evidence, to the assumption one of the owners made, that it is unusual for the customer to change their hairdresser after they have found a hairdresser whom they approve and trust. Lastly, a big portion of the respondents had chosen to come to Glohair, based on a friend's recommendation, which highlights the importance of Word-Of-Mouth marketing. Additionally, only 5.8% had found Glohair from social media, which shows that salons could enhance their marketing actions on social media platforms.

Out of the five SERVQUAL-determinants, Assurance was the one to get the best overall rating, 6.4. This indicates that when it comes to employees' skills, expertise, and ability to deal with

customers in a courtesy and trustworthy manner, Glohair salons are thriving. The only question that did not get such a great rating in the Assurance-category, was one concerning whether the Glohair staff have the right conditions to do their job well. This could indicate that even if the customers feel that the hairdressers are professional, there could be improvements in the working conditions provided by the company.

The determinant category that got the lowest ratings in the survey, was the Tangibles section with an average rating equal to 6.2. The low rating suggests that there are factors in the actual, concrete, environment where Glohair operates, which could be developed. This finding could be related to respondents' experience of a deficient work environment for the employees. The question with an especially low rating was "The Glohair facilities are comfortable and customer-friendly", with the lowest average rating in the survey, equal to 6.0. Based on the survey results, it could be suggested that Glohair owners reconsider their premises and how they could be developed to be more pleasant and practical for the customers. In addition, salons should be developed to also function for the staff, including the products and equipment used in the service event. This finding is in line with Sultana et.al., (2016), findings that tangibility has maximum influence on customer satisfaction.

As stated earlier in the results, the salon located in Sammonkatu got overall the lowest ratings. Also, salons in Aleksanterinkatu and Tammela were underperforming in almost every category, compared to other salon locations. There might be a need to evaluate the operations in these salons more closely. Helsinki and Seinäjoki did get the best ratings overall. This could indicate that customers visiting these salons are generally more satisfied than customers visiting the other salons. However, since there were such a few respondents from Helsinki and Seinäjoki, the low participation rate may affect the normality of the outcomes. Overall, the survey results were more or less positive since the overall rating in every category was above 6, out of 7 the highest possible rating.

Limitations of the study are, the possibility of respondents' responses may have biases, which could end up not giving a truthful result, inability to reach every potential sample and geographical

limitations, since salons are located only in four cities in Finland. The managerial implications found from the research, are that the Tangible factors of the service quality are important in the beauty-care industry. Operators in the industry should pay attention to the concrete factors where the company is functioning, to gain customers' positive opinions, which can lead to a competitive advantage compared to the competitors in the market. This finding is also supported by earlier researchers in this field (Khan, Tabassum, 2010; Sultana, 2016), who have studied customer satisfaction in the beauty-care industry. Since the studies (Khan, Tabassum, 2010; Sultana, 2016) have corresponding results, this might indicate that factors affecting customers satisfaction levels are similar regardless of the geographical location. Further study in the field could be suggested. Future studies measuring customer satisfaction in the beauty care industry could be done in other Finnish or European cities, to gain more knowledge whether there are geographical differences and widen the study in this field.

The aim of study was reached, as new knowledge about customer satisfaction in the beauty-care industry in the Finnish market was gained. The study results also suggest that there seems to be similarities between the geographically different markets, since studies of earlier results in Bangladesh are to some extent corresponding with the results of this study. All of the researched questions were answered, as features of an average Glohair customer were identified as well as their consumption habits, the aspects of Glohair service quality which have positive and negative impact on customer satisfaction were established, as well some differences between the service quality and customer satisfaction in different salon locations were found.

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<https://glohair.fi>

APPENDICES

Appendix 1. Glohair Customer Satisfaction Survey Instrument



Arvoisa Glohair asiakas,

Opiskelen Tallinn University of Technology:ssa kansainvälistä liiketoimintaa. Teen kandidaatintutkielmana asiakastyytyväisyyskyselyn Glohairin asiakkaille. Tutkimuksen avulla voidaan kehittää Glohairin palveluja.

Kandidaatintutkielma toteutetaan kyselytutkimuksena, johon kutsun teidät osallistumaan. Osallistuminen merkitsee oheisen kyselylomakkeen täyttämistä. Kyselyyn vastaamiseen menee noin 5-10 minuuttia. Osallistuminen kyselyyn on vapaaehtoista ja luottamuksellista.

Antamanne vastaukset käsitellään nimettöminä ja luottamuksellisesti. Kenenkään vastaajan tiedot eivät käy ilmi tuloksissa. Kyselyyn vastaamiseen on aikaa keskiviikkoon 13.4.2022 saakka.

Ystävällisin terveisin,

Janna Sipiläinen

[TÄSTÄ KYSELYYN](#)



Arvoisa Glohairin asiakas, kartoitamme asiakastyytyväisyyttä liikkeissämme, jotta voimme kehittää palvelujamme asiakkaiden toiveiden mukaisesti. Toivommekin saavamme myös sinulta vastauksen kyselyyn.

Kyselyssä on 29 kysymystä ja vastaamiseen menee noin 5-10 minuuttia. Vastaukset kerätään anonymisti.

Viimeisin liike jossa olen vierailut on Glohair...

- Sammonkatu
- Aleksanterinkatu
- Tammela
- Hämeenkatu
- Tampella
- Sibeliuksenkatu
- Tiiriö
- Helsinki
- Seinäjoki

Olen...

- nainen
- mies
- muunsukupuolinen
- en halua kertoa

Olen iältäni...

- alle 18-vuotta
- 18-29 vuotta
- 30-39 vuotta
- 40-49 vuotta
- 50-59 vuotta
- yli 60-vuotta

Käyn parturi-kampaajalla...

- noin 2 kuukauden välein
- noin 3 kuukauden välein
- noin 4-6 kuukauden välein
- noin 6-12 kuukauden välein
- harvemmin

Käyn yleensä samassa Glohairin liikkeessä.

- Kyllä
- Ei

Käyn yleensä samalla Glohairin parturi-kampaajalla.

- Kyllä
- Ei

Päädyn Glohairin asiakkaaksi...

- tuttavän suosituksen perusteella
- Googlen kautta
- sosiaalisen median kautta
- huomattuani liikkeen katukuvassa
- jokin muu

Ostan käyttämäni hiustuotteet yleensä...

- parturi-kampaamosta käynnin yhteydessä
- tavaratalosta
- kosmetiikkaan erikoistuneesta kaupasta
- verkkokaupasta
- päivittäistavarakaupasta
- jokin muu

Glohairilla käytetyt tuotteet ja työvälineet ovat olleet toimivia ja nykyaikaisia.

Täysin eri mieltä

Täysin samaa mieltä

Glohairin tilat ovat viihtyisät ja asiakasystävälliset.

Täysin eri mieltä

Täysin samaa mieltä

Glohairin työntekijät ovat pukeutuneet mielestäni asianmukaisesti.

Täysin eri mieltä

Täysin samaa mieltä

Glohairin liiketilat sijaitsevat minulle sopivalla sijainnilla.

Täysin eri mieltä

Täysin samaa mieltä

Olen saanut Glohairilta ajanvarauksen itselleni sopivana ajankohtana.

Täysin eri mieltä

Täysin samaa mieltä

Olen saanut Glohairin henkilökunnalta apua ja suosituksia minulle sopivista tuotteista ja hiusten kotihoidosta.

Täysin eri mieltä

Täysin samaa mieltä

Glohair on mielestäni luotettava.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Varaamani palvelu on tapahtunut Glohairilla sille sovitussa ajassa.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Luotan Glohairin tapaan toimia.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Glohairin verkkoajanvaraus on mielestäni toimiva.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Olen saanut apua Glohairin henkilökunnalta tarvittaessa.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Glohairin parturi-kampaaja on varannut käynnilleni tarpeeksi aikaa.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Luotan Glohairin henkilökuntaan.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Tunnen oloni turvalliseksi ja hyväksytyksi Glohairilla asioidessani.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Glohairin henkilökunta on kohtelias ja ystävällinen.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Glohairin henkilökunnan työolosuhteet mahdollistavat heidän tehdä työnsä hyvin.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Täysin eri mieltä

Täysin samaa mieltä

Olen saanut Glohairilta henkilökohtaista ja minulle yksilöityä palvelua.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Glohairilla asiakas nähdään yksilönä.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Olen kokenut että toiveitani Glohairilla on kuunneltu ja niihin vastattu.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Glohairin liikkeiden aukioloajat ovat minulle sopivat.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

Olen kokenut saavani Glohairilta parasta mahdollista palvelua.

1	2	3	4	5	6	7
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Täysin eri mieltä

Täysin samaa mieltä

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