

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**SERVICE QUALITY, CUSTOMER SATISFACTION  
AND REPURCHASE INTENTION TOWARDS  
NEW KHITMEE HAIR DESIGN AND BEAUTY SALON**

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**OCTOBER, 2022**

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**ACADEMIC YEAR (2019-2022)**

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“This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA)”

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# ACCEPTANCE

This is to certify that the thesis prepared by Ye Ye Lwin, entitled “**Service Quality, Customer Satisfaction and Repurchase Intention towards New Khitmee Hair Design And Beauty Salon**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

The main objectives of the study are to analyze the effect of motivation factors on service quality, to determine the effect of service quality on customer satisfaction and to analyse the effect of customer satisfaction on repurchase intentions towards New Khitmee Hair Design & Beauty Salon. To achieve this objectives, descriptive and multiple linear regression analysis are used. In this study, 150 respondents are chosen from consumers who come into New Khitmee Hair Design & Beauty Salon in Mandalay, by using a systematic sampling method in which every fifth consumer is identified as a same respondent. Their responses are gathered through face-to-face interviews and questionnaire surveys with a structured questionnaire. The study's findings show that two motivation factors: pull and push are positively influenced on service quality. Among five dimemnsions of service quality: tangibles, responsiveness, assurance, and empathy have positive effects on customer satisfaction towards New Khitmee Hair Design & Beauty Salon. Moreover, customer satisfaction has a positive and significant effect on repurchase intentions towards New Khitmee hair Design & Beauty Salon. This study suggests that New Khitmee Hair Design & Beauty Salon need to focus on customer satisfaction. Based on motivation factors and five dimemnsions of service quality to stimulate consumer satisfaction and it lead to repurchase intention. By doing so, their marketing strategies can lead to profitability by sustaining their position in a highly competing the beauty salon market.

## ACKNOWLEDGMENTS

I wish to express my sincere gratitude and appreciation to the following people for their kind support, enthusiastic guidance, and inspiration in the process of studying for the Master of Business Administration programme, especially during the process of writing this study. First and foremost, I would like to respectfully thank Prof. Dr. Tin Tin Htwe, Rector of the Yangon University of Economics, for allowing me to write this Master of Business Administration thesis and for providing valuable guidance and suggestions to me. Secondly, I am deeply grateful to Professor Dr. Tin Win, former Rector of the Yangon Institute of Economics, for allowing me to accomplish my studies. I am also deeply thankful to Prof. Dr. Nu Nu Lwin, Pro-Rector of Nay Pyi Taw State Academy, for her invaluable guidance, comments, suggestions, and encouragement throughout the process of writing this dissertation.

My heartfelt appreciation also goes to Prof. Dr. Myint Myint Kyi, Program Director and Head of the Department of Management Studies at Yangon University of Economics; Prof. Dr. Thin Nwe Oo, Program Director of Nay Pyi Taw Campus and Department of Management Studies at Yangon University of Economics; Prof. Dr. Hla Hla Mon, Department of Management Studies at Yangon University of Economics; and Prof. Dr. Than Thu Zar, Department of Management Studies at Yangon University of Economics, for their valuable support, suggestions and encouragement for the completion of this study.

In particular, I would like to express my special thanks to my supervisor, Prof. Dr. Myint Thu Zar Ei, Head of Department of Economics, Hpa-An University, for contributing her invaluable guidance, inspiration, and moral support for the successful completion of this study. Moreover, I feel grateful to all the respectful teachers and faculty members of the Department of Management Studies, Yangon University of Economics, for their valuable lectures, guidance, and kind support throughout the study.

Especially, I would like to express my gratitude to business respondents who actively participated in the survey within a short time. I would also like to give thanks to the employees and customers of New Khitmee Beauty Salon who helped and supported me during the study. Finally, I would like to thank all my classmates from the MBA 18th Batch (especially G-3) for the great friendship, encouragement, sharing of knowledge and inspiration.

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## **LIST OF ABBREVIATIONS**

|         |                           |
|---------|---------------------------|
| SDT     | Self-Determination Theory |
| SERQUAL | Service Quality           |
| WOM     | Word-of -Mouth            |

# CHAPTER 1

## INTRODUCTION

Every business organization's success depends on the satisfaction of the customers. Whenever a business is about to start, customer always comes "first" and then the profit. Those companies that are succeeding to satisfy the customers fully will remain in the top position in a market. Today's business company has known that customer satisfaction is the key component for the success of the business and at the same time it plays a vital role to expand the market value. In general, customers are those people who buy goods and services from the market or business that meet their needs and wants. Customers purchase products to meet their expectations in terms of money. Therefore, companies should determine their pricing with the quality of the product that attracts the customer and maintains the long-term affiliation. In the present business environment, most industries are customer-driven. For companies to sustain in the competitive environment, customers have to be retained and satisfied through service quality. Customer satisfaction is an important factor in the organization's growth. Customer satisfaction leads to customer loyalty. The key lies in service quality. The expectation of service quality and the perception of service quality with respect to employees and customers is again a factor to be considered. To achieve long-term business success, firms have to continuously examine factors influencing customer satisfaction (Torres, 2014).

There are two types of motivation. They are extrinsic and intrinsic, namely, extrinsic motivation is when a child is motivated by the expectation of an external reward and intrinsic motivation is when a child is motivated by their own internal desire to take part in an activity. The Literacy Dictionary defines motivation as "the forces within an organism that arouse and direct behavior, such as internal sensory stimulation, ego needs, etc." (Harris et al., 1995). Motivation is understood as the underlying power of desire and directly affects behavior. Motivation appears when a person wants to fulfill their needs. Consumer motivation is an internal state that drives people to identify and buy products or services that fulfill conscious and unconscious needs or desires. The fulfillment of those needs can then motivate them to make a repeat purchase or to find different goods and services to better fulfill those needs. Consumer motivation is linked to Maslow's "hierarchy of needs."

According to Maslow, motivational drivers have different levels of importance.

The most common needs are physiological and concern basic survival—the need for food, shelter, and safety. Higher-level needs include social ones (for relationships and love), esteem needs (recognition and status), and self-actualization needs (fulfillment of self). According to Maslow, an individual must meet lower-level needs before being motivated to fulfill higher-level needs.

Motivation is commonly related to push-pull factors that affect visitors' behavior. Push motivation is a behavior that an individual forces themselves to complete in order to satisfy a need or achieve a goal. Push factors are a socio-psychological visitor constraint that influences their motivation to visit an attraction and destination (for example, peace, loneliness, wanting to feel a new experience, and so on). The pull factors are the quality of the setting that attracts them to come to an attraction or specific destination. Pull motivation is a behavior that an individual feels drawn towards. An activity that an individual feels naturally pulled towards. Push and pull marketing are the two core principles for guiding the marketing strategy. Both push and pull factors are important motivating factors that stimulated guests to visit salons.

Service quality is a measure of how an organization delivers its services compared to the expectations of its customers. Customers purchase services as a response to specific needs. They either consciously or unconsciously have certain standards and expectations for how a company's delivery of services fulfills those needs. A company with high service quality offers services that match or exceed its customers' expectations. Firms, organizations, and businesses evaluate the service quality to identify the problems, causes, and ways to improve the service and achieve customer satisfaction and customer loyalty. It also measures the way in which the service is delivered to the customers and also identifies the customers' expectations. Organizations that meet expectations are assumed to have high service quality.

Customer satisfaction is a measurement that determines how well a company's products or services meet customer expectations. It's one of the most important indicators of purchase intentions and customer loyalty. Customer satisfaction and service quality are the most frequently explored antecedents of customer loyalty. Satisfaction is the customer's post-purchase evaluation and affective (emotional) response to the overall product or service experience. Customer satisfaction signifies a response that customers have certain service standards in mind before consumption, observe service performance and compare it to their standards, and then form satisfaction judgments that have an influence on their repurchase intention. Businesses strive beyond creating customer

satisfaction, which is building long- term relationships. Satisfied customers are more likely to have positive behavioral consequences like repurchase intention and positive word of mouth (WOM) and become more loyal than those who are dissatisfied (Byambaa et al., 2012).

There is no better way of capturing more business than by getting repeat purchase and higher spending from existing customers. Repurchase intention is the process of an individual purchasing goods or services from the same firm, and the reason for repurchase is primarily based on past purchase experiences. Finally, businesses try to focus on the retention of customers. Retention of customers is always at a lower cost than attracting new customers, and maintaining current customers can help firms be more profitable.

New Khitmee Hair Design & Beauty Salon was established in 2007, and it has five branches now. They are located in Mandalay, Aungban, Taunggyi, and Kyaung. It has about 15 employees at one branch. It provides four kinds of services, which are hair and makeup, floral service, nail art, and training. This study aims to support the beauty salon service providers in making an important decision in this highly competitive marketplace for successful survival. This study can help firms identify which variable is the best predictor of customer loyalty in the beauty salon industry and thus put in more effort into that particular dimension in order to make customer loyalty happen in their business.

## **1.1 Rationale of the Study**

One of the important aspects to ensure the attention of the customers is to provide the best and the most favorable products at this competing market. If a customer's satisfaction is earned, then it is sure that customer loyalty will also come along with it. Moreover, in the absence of the customer, a business organization would not exist. In order to increase the number of the customers, development of customer's satisfaction is very important. In terms of achieving business goals, these two terms are very important. Hence, the relation of customers and the business organization or market is, therefore, the most important one.

The organization should make sure that they are providing full service, equivalent to their monetary value. This will increase the number of customers and holds the long-term relationship between the customer and the organization. And the existing customer will help to attract the new customers by providing or sharing the information about the

products and services of the companies. Satisfaction means to feel content after what the person desired or wanted. It is difficult to know whether the customers are satisfied with the availability of the product or services. Therefore, giving satisfaction to the customers is not an easy task, for this different factor is needed to be taken into consideration. Nowadays, competition can be noticed between the business organizations and marketplaces everywhere and has been one of the challenging tasks for the competitors. Though it seems to be tough in the growing market, competitors are developing their marketing channels effectively (Zeithaml,1988).

The beauty salon business is a very important sector in the world. Nowadays, an increasing number of people visit a beauty salon on a regular basis. The beauty salon industry has become equity as a matter of convenience as well as a prerequisite to meeting the demands of a corporate image. Customer loyalty is all about attracting the right clients, getting them to buy, buying often, and referring other clients. Knowing the factors behind the clients' willingness to revisit a beauty salon is very important to both salon owners and managers. By identifying the factors that lead to a particular revisit intention of a hair salon and hairstylists, they can better understand why and how the people act in a certain way. Therefore, it is important for a beauty salon to have loyal customers to maintain its business in a competitive environment.

Moreover, a beauty salon can offer complete treatment and care for the body. People can get their hair cut and styled, their skin cleaned, their faces rejuvenated, their hands and feet cared for, and a variety of other services from a beauty salon to maintain their appearance and hygiene. Salons offer a plethora of services to their clients and customers, including those for their hair, skin, and body. However, there are many benefits that can be a real stress buster from routine monotony and work life. With busy lives and monotonous schedules revolving around the kids, husband, and home, it is important to alleviate stress. One of the major benefits of going to the salon is the pampering they receive. It is the best place to relax after a hectic week. They can spend quality time there getting their skin massaged or having their hair styled. Stress takes a toll on the texture of the locks. Thus, they can visit them for a regular spa or haircut. Additionally, they also offer a number of other hair treatments, including, perms, bleaching, haircuts, coloring, and rebounding.

This study is important because it is the first attempt to examine the constructs of motivation, service quality, customer satisfaction, and repurchase intention in the context of Myanmar's beauty salon /spa sector. Mandalay City was chosen in this paper as the

study area because it is a cultural city and most people have a good economy and a larger population than other cities. The headquarters of New Khitmee Hair Design & Beauty Salon are located in Mandalay. Understanding the effect of motivation factors, service quality, customer satisfaction, and repurchase intention with customer loyalty to the beauty salon industry is very crucial for any beauty salon to survive in this industry. This study aims to focus on the effect of motivation factors on customer satisfaction and repurchase intention of New Khitmee Hair Design & Beauty Salon.

## **1.2 Objectives of the Study**

There main objectives of this study are as follow:

- (1) To examine the effect of motivation factors on the service quality of New Khitmee Hair Design & Beauty Salon;
- (2) To determine the effect of service quality on customer satisfaction towards New Khitmee Hair Design & Beauty Salon;
- (3) To analyze the effect of customer satisfaction on repurchase intention towards New Khitmee Hair Design & Beauty Salon;

## **1.3 Scope and Method of the Study**

This study mainly focuses on the effect of motivation factors on perceived service quality, customer satisfaction, and repurchases intention of New Khitmee Hair Design & Beauty Saloon's customers. Customers of New Khitmee Hair Design & Beauty Saloon are interviewed with a structured questionnaire. The population is unknown and the sample size is 150 by using systematic random sampling. One-month survey conducted from 1<sup>st</sup> August, 2022 to 31<sup>th</sup> August, 2022 to collect the primary data using a structured questionnaire with Likert scales. Both primary and secondary data used in this study, and systematic random sampling method used for data collection. Statistical methods such as descriptive statistics and multiple regression analysis are mainly used for this study. Descriptive statistics are used to describe the personal data of respondents and their perception of five service quality dimensions, customer satisfaction and repurchase intentions towards New Khitmee Hair Design & Beauty Saloon, Mandalay. Multiple regression analysis is used to analyze the effect of service quality dimensions on customer satisfaction and repurchase intention.



#### **1.4 Organization of the Study**

This study consists of main five main chapters. Chapter one is the introduction, which describes rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two presents theoretical background of service quality which describes nature and characteristic of service, importance of customer satisfaction, measuring customer satisfaction, service quality dimensions influencing on customer satisfaction. Chapter three describes Profile and service provided by New Khitmee Hair Design & Beauty Salon in Mandalay. Chapter four Analysis on Motivation, Service Quality, Customer Satisfaction, Repurchase Intention of New Khitmee Hair Design & Beauty Saloon's customers. Chapter five presents the general summary, major findings, suggestion and recommendation for New Khitmee Hair Design & Beauty Salon. It also gives suggestions and recommendations based on those discussed findings. In addition, it also points out areas that need further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This study primarily emphasizes customer satisfaction and the service quality of New Khitmee Hair Design & Beauty Saloon located in Mandalay. It includes discussions on service quality management, characteristics of services, motivation, service quality, customer satisfaction, and lastly, repurchase intention. After that, previous related studies are explored in order to develop the conceptual framework of the study.

#### **2.1 Service Quality Management**

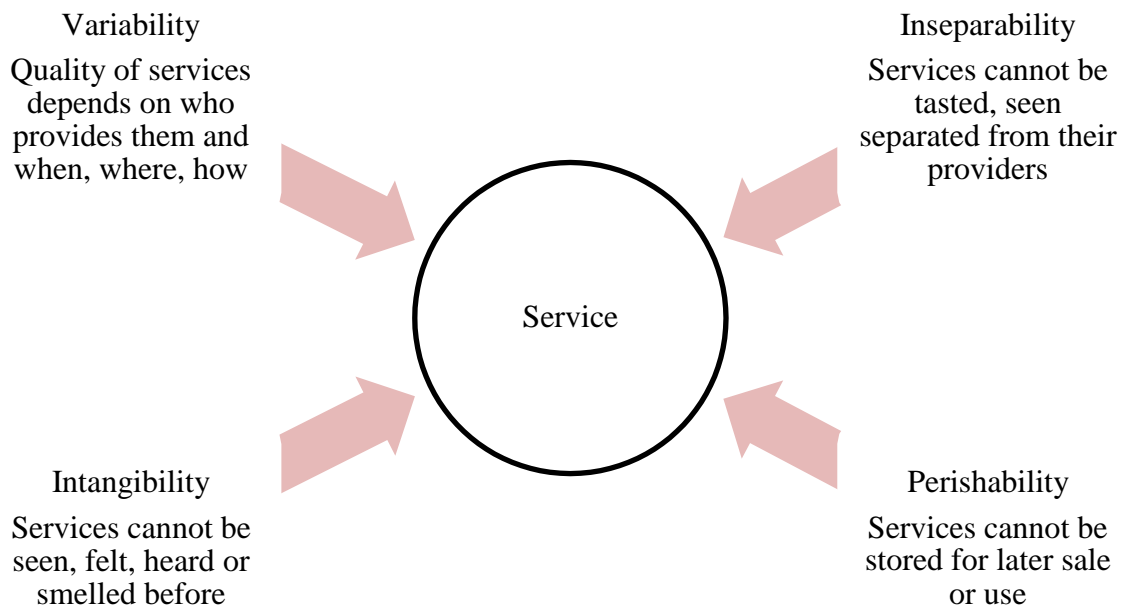
The delivery of quality in goods and services has recently gained importance, and especially the services marketers' experience some difficulty in interpreting quality, as even after handsome research in the field, some methodological and conceptual faults remain. Mattson (1992) argued for a formal value approach to service quality to become a satisfaction process incorporating and matching value-based constructs of ideal standard and experienced outcome through negative disconfirmation of determining satisfaction, leaving aside negative cognitive bias. Macaulay & Cook (1994) evaluated the service quality in the Anderson Cancer Center using the SERVQUAL instrument, which was administered to patients with different ailments. This involved comparing expectations and perceptions. The waiting times and billing accuracy are considered by patients as significant problems. It was discovered that there are two extremes of service quality within the sample clinics, which were caused by differences in patient expectations of service quality rather than differences in perceptions. It strongly suggests that customer expectations may strongly impact a company's evaluation of its service quality.

Stuart and Tax (1996) have found that service firms put little effort into planning for service quality management. The costs associated with poor service quality and its planning result in lower profits as a portion of the "cycle of service failures" and evaluation of quality planning techniques or quality function deployment suggest suitable modifications which would prevent service failures. The research also illustrates the potential for the quality function deployment process as an effective tool at both the strategic planning level and the tactical level, using the front-desk activities in a hotel as an example.

## 2.2 Characteristics of Services

According to Bitner (1992), the primary output of the service marketing literature prior to 1980 was the definition of four service characteristics: intangibility, inseparability, heterogeneity (or variability), and perishability (as shown in Figure 2.1). These attributes supported the case for services marketing and distinguished it from product marketing.

**Figure (2.1) Characteristics of Services**



Source: Bitner (1992)

### (a) Intangibility in Services

The literature highlights intangibility as one of the key characteristics of services. Regan (1963) introduced the idea of services as "activities, benefits, or satisfactions which are offered for sale, or are provided in connection with the sale of goods". Most services, in reality, are a combination of products and services, having both tangible and intangible aspects. Therefore, the intangible features of services are:

1. cannot be tampered
2. exact standardization is impossible
3. no transfer of ownership
4. a service cannot be patented
5. production and consumption are inseparable
6. no inventories of the services

7. roles of middlemen differ
8. consumers are part of the production process

**(b) Inseparability of Services**

Inseparability is taken to reflect the simultaneous delivery and consumption of services, and it is believed to enable consumers to affect or shape the performance and quality of the service. In most cases, a service cannot be separated from the person or firm providing it. A service is provided by a person who possesses a particular skill by using equipment to handle a tangible product or by allowing access to or use of a physical infrastructure (Wilson et al., 2016).

**(c) Heterogeneity of Services**

Heterogeneity reflects the potential for high variability in service delivery. This is a particular problem for services with high labor content, as the service performance is delivered by different people, and the performance of those people can vary from day to day. Onkvisit et al. (1991) consider heterogeneity to offer the opportunity to provide a degree of flexibility and customization of the service. Wyckham et al. (1975) suggest that heterogeneity can be introduced as a benefit and point of differentiation. In health care services, humans serve humans. The human element is very much involved in providing and rendering services, and this makes standardization a very difficult task to achieve.

**(d) Perishability of Services**

The fourth characteristic of services highlighted in the literature is perishability. In general, services cannot be stored and carried forward to a future time period. Onkvisit et al. (1991) suggest that services are "time-dependent" and "time-important," which makes them very perishable. Hartman and Lindgren claim that the "issue of perishability is primarily the concern of the service producer" and that the consumer only becomes aware of the issue when there is insufficient supply and they have to wait for the service. Products are produced in the factory today, stocked for the next two, three, or four months, and sold when an order is procured. However, services cannot be stored because they are perishable. Besides, a service not fully utilized represents a total loss or even a fluctuating demand. This fluctuating demand pattern aggravates the perishability characteristics of services.

### 2.3 Motivation

The studies discussed in this section have applied Self-Determination Theory (SDT) motivational concept to marketing topics relevant to this study. Malhotra (2004,) addressed SDT in terms of customer relationship management. "Psychological self-determination is the key to relationship economics as it epitomizes the new consumer and the survival of commercial enterprises that depend on them." Malhotra empirically tested a model of the motivational types and found a three-factor solution:

- (1) Items on the first page represented a high level of autonomy;
- (2) The second included mostly interjected items, with some external regulation; and the third,
- (3) The third consisted primarily of items representing external regulations.

Dholakia (2006) examined the level of customers' self-determination in influencing relationship outcomes and the differential effects of marketing actions on non-and self-determined customers. Consistent with SDT, the findings indicated that the more self-determined customers had higher levels of purchase motivation and relational behaviors, yet reminder coupons aimed at encouraging repeat visitation had a negative impact on consumption for this segment. Considerable work in the domains of education and physical education has shown that rewards have a positive effect on behaviors that are controlled but can undermine self-determined behavior (Deci et al., 1999). Despite providing strong support for applying SDT in marketing contexts, the author recognized the limitation of using a binary measure to capture self-determination and recommended the use of continuous measures in the future. Lin et al. (2009) proposed that four motivational types mediate the relationship between satisfaction and loyalty. These authors claimed that the mediation hypothesis is consistent with SDT however offered no evidence for this. They conceptualized satisfaction as a product of disconfirmation, despite influential work that identifies other antecedents. In conclusion, there is strong support for the view that motivation types influence attitudes, beliefs, and emotions (Hagger et al., 2002). The rationale for this argument is that motivation is superordinate and influences intentions by informing individuals' specific cognitive and affective judgments.

Additionally, there is growing interest in applying the concept of motivational type to marketing-related questions, and given the paucity of work in this area, they are now in a position to extend and enhance existing research in this field with a specific focus on satisfaction. There are two types of motivation factors in motivation. They are

referred to as the "push factor" and the "pull factor."

**(a) Pull factors**

Pull factors represents knowledge or belief that pulls someone to their destination (Yoon et al., 2003). Its gears are tangible factors, such as the available facilities or attractions of a place. External factors always pull tourists to visit a destination. In other words, pull factors are directly related to the attributes in a tourist destination (Meng et al., 2008). Pull factors give a better understanding of why tourists chose a specific destination in a particular place (Patterson, 2006). This pull factor is caused by an attraction or facility of a destination place, such as beach, recreation facilities, cultural attraction, shopping, and recreational park. Pull factors are important among motivation factors. Especially, researchers apply pull factor as a motivation factors in every sector. However, tourism sector use pull factors as a motivation factor. Motivation appears when a person wants to fulfill their needs.

**(b) Push factors**

Push factors are directly related to someone's inner desire. This push is influenced by intangible factors, such as the desire to relax, go to an adventure, go away from their previous environment, prestige/lifestyle behavior or pride reasons, or to look for social interactions, whether with family or friends. Some other reasons are to find new enjoyment or for educational purposes (Patterson, 2006). Most of researchers are explored push factors concerning with tourism sectors. They studied with push factors of motivation for the desire visiting somewhere. Therefore, push factors are mostly use. Push factors are socio-psychological visitor contracts that affect their motivation to visit an attraction and destination (peaceful, loneliness, wanting to feel a new experience, etc.). The image of the destination is a key factor and stimulus for tourists when they choose a destination. Perception of someone's experience related to his feelings involves experiences from stimulants in the environment and activity as a response or answer from the stimulant. Perception refers to how a human feels, processes, and acts on the information that is received from the surrounding environment. Positive image perception from a destination becomes the most popular choice among the others in the same alternative, so that negative image perception will lessen the number of visitors.

Azman and Chan (2010) utilized both the push and pull factors to explore the psychological factors that drove foreign visitors in Saba, Malaysia to visit health and spa

centers. The study revealed that both push and pull factors were important motivating factors that stimulated tourists to visit spas, although it appeared that the push factors might exert a more powerful thrust in causing a tourist to visit a spa. However, the authors further explained that the pull factors were also vital in stimulating the "subconscious" psychological needs, i.e., the push factors of the tourists, to experience spas. The push and pull factors exhibited by the Saba's spa guests as discovered by the authors are summarized in Table (2.1).

**Table (2.1) Themes of Push and Pull Factors that Motivate Foreign Travelers Visiting the Spas in Saba, Malaysia**

| <b>Themes/Push and Pull Factors</b>                             | <b>Sub-themes</b>   |
|---|---|
| <b>Push Factor:</b><br>Self-satisfying goal<br>Self-fulfillment | Escape – relax and pamper<br>Reward after working hard<br>Distress/time-out<br>Relieve from work-stress<br>Take a break<br>Unwind/Rejuvenate/Regeneration<br>Recovery from tension in busy life<br>Distant travel / long flights<br>Travel activities |
| <b>Pull Factor:</b><br>Spa attributes                           | Physical looks – tangible resource<br>Environment / Atmosphere<br>Well-decorated Marketing image<br>Affordability<br>Availability and accessibility<br>Range of treatments<br>Professionalism   |

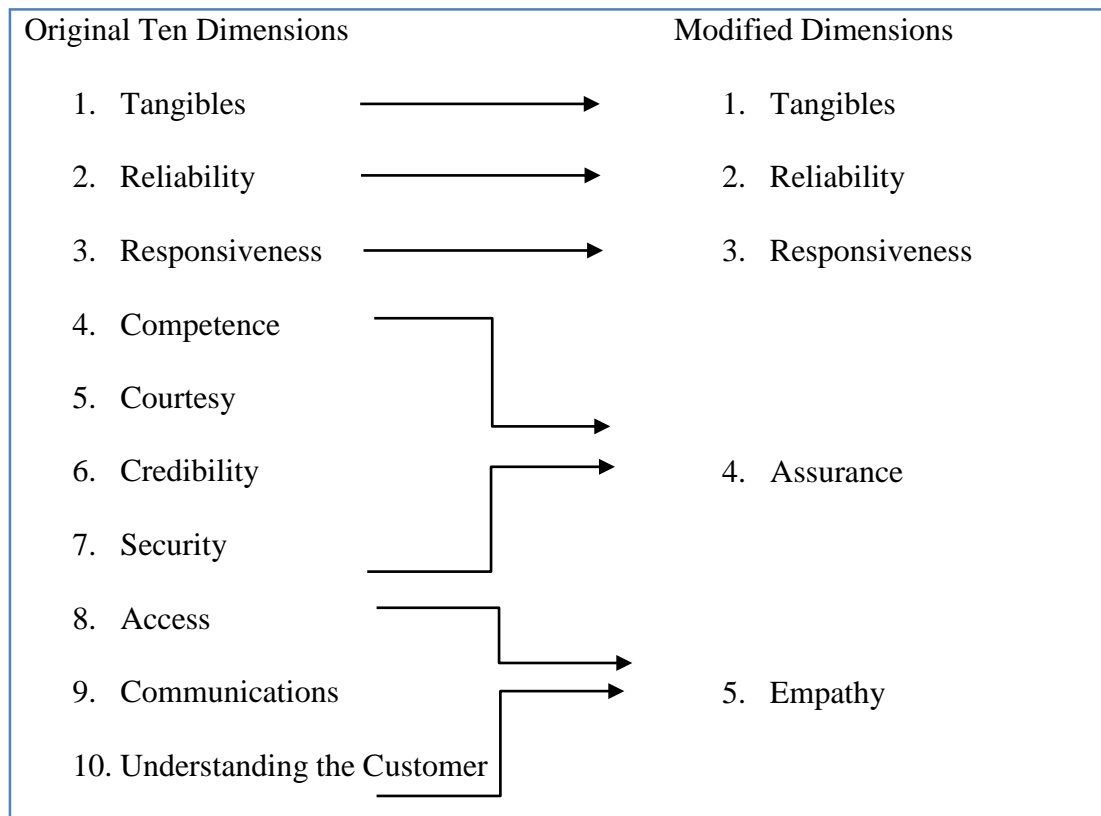
Source: Azman & Chan (2010)

According to Table (2.1), push factors have Self-satisfying goal, Self-fulfillment and pull factors have Spa attributes. Sub- themes of push factors have involved escaping – relax and pamper, rewarding after working hard, distressing /time-out, relieving from work-stress, recovering from tension in busy life and being distant travel / long flights travel activities. The sub- themes of pull factors are physical looks – tangible resource environment / atmosphere, well-decorated marketing image affordability, availability and accessibility and range of treatments professionalism.

## 2.4 Service Quality

Service quality is an approach to managing business processes in order to ensure full satisfaction of the customers, which will help to increase the competitiveness and effectiveness of the industry. Quality in service is very important, especially for the growth and development of service sector business enterprises. Both Parasuraman et al. (1985) noted that the key strategy for the success and survival of any business institution is the delivery of quality services to customers. The construct of service quality as conceptualized in the service marketing literature centers on perceived quality, defined as a consumer's judgment about an entity's overall excellence or superiority.

**Figure (2.2) Correlations between Modified Service Quality Dimensions and Original Ten Dimensions**



Source: Parasuraman et al. (1988)

The five elements that made up were the following five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy, which are defined as follows:



**(a) Tangibles**

Tangibles would include those attributes pertaining to physical items such as equipment, buildings, and the appearance of both personnel and the devices utilized to communicate with the consumer. Bitner (1992) presented the conceptual framework for examining the impact of physical surroundings as it relates to both customers and employees. Berry and Clark (1991) provided validation of the physical appearance on the consumer's assessment of quality. In the research by Bitner (1992), it was noted that physical appearance might influence the consumer's level of satisfaction. Tangible was one of the original dimensions that were not modified by Zeithaml, et al., (1988).

**(b) Reliability**

Reliability relates to the personnel's ability to deliver the promised service in a dependable and accurate manner. It means that the service organization performs the service right the first time, provides it at the designated time, keeps its records correctly, and honors all its commitments. Numerous researchers, including Garvin (1987), found that reliability tends to always show up in the evaluation of service. Parasuraman et al. (1991) indicated that reliability is normally the most important attribute consumers seek in the area of quality service. Negative wording in the request for a customer response caused the customer to misinterpret this particular determinant. Walker (1990) found that if there is adequate delivery of the basic level of service, then peripheral performance leads consumers to evaluate the service encounter as satisfactory. Reliability was one of the original dimensions not modified by (Zeitham et al., 1988).

**(c) Responsiveness**

The desire and willingness of an organization's staff to assist customers and provide them with prompt service make up the dimension of responsiveness. Parasuraman et al. (1985) provided that elements in responsiveness as telling the customer the exact time frame within which services will be performed; promptness of service; willingness to be of assistance; and never being too busy to respond to customer requests.

**(d) Assurance**

Knowledgeable, competent, and courteous employees who inspire confidence and trust from their customers establish assurance. Competency refers to the profession's required skills and knowledge to perform the service. Courtesy involves politeness,

respect, consideration, friendliness, honesty, and trustworthiness of contact personnel. Parasuraman et al. (1985) included actions by employees such as always courteous behavior that instills confidence and knowledge as prime elements of assurance. Assurance replaces competence, courtesy, credibility, and security in the original ten dimensions for evaluating service quality.

**(e) Empathy**

Empathy is the caring and personalized attention the organization provides its customers. It includes the approachability and ease of contact of service providers, having the customer's best interest at heart; and making efforts to understand the customer's needs. Individual attention and convenient operating hours were the two primary elements included by (Parasuraman et al. (1991). The degree to which the customer feels empathy will cause the customer to either accept or reject the service encounter. In place of access, communication, and understanding the customer in the original ten dimensions for evaluating service quality, empathy replaces empathy.

**2.5 Customer Satisfaction**

Customer satisfaction is an important aspect for organizations since it is associated with various beneficial aspects for them that it has long been regarded to be of corporate strategy level importance (Rust & Zahorik, 1993). Customer satisfaction is defined as an "evaluation of the perceived discrepancy between prior expectations and the actual performance of the product". Customer satisfaction with a company's products and services is regarded as the most important factor influencing competitiveness and success. Customer satisfaction is actually how customers evaluate the ongoing performance. Kim et al. (2004) defined as the customer's reaction to the state of satisfaction and the customer's judgment of the satisfaction level. Customer satisfaction is very important in today's business world as, the ability of a service provider to create a high degree of satisfaction is crucial for product differentiation and developing strong relationships with customers based on (Deng et al., 2009)

Customer satisfaction makes customers loyal to one health care service provider. Previous researchers have found that customer satisfaction can help brands build long and profitable relationships with their customers. Though it is costly to generate satisfied and loyalty customers that would prove profitable in the long run for a firm. Therefore, a firm should concentrate on the improvement of service quality and charge an appropriate fair

price in order to satisfy their customers, which would ultimately help the firm to retain its customers.

It is a common phenomenon that the services a brand offers and the price it charges actually determine the level of satisfaction among its customers, more than any other measure. Customer involvement is also important because when a buyer considers the product important and invests time in researching it, it ultimately increases the level of satisfaction. This satisfaction may influence the concerned company by repurchase, purchase of more products, positive word of mouth and willingness of the customer to pay more for the particular brand. Any business is likely to lose market share, customers, and investors if it fails to satisfy customers as effectively and efficiently as its competitors are doing. In order to understand customer satisfaction effectively, one actually needs to be familiar with what "customer satisfaction" entails (Parasuraman et al., 1985).

## **2.6 Repurchase Intention**

Businesses aim to go beyond customer satisfaction, which is developing and building long-term customer relationships. According to Byambaa and Chang (2012), satisfied customers are more likely to have additional behavioral intentions such as the intention to repurchase, positive WOM, and become loyal. Feng et al. (2006) defined intention as the subjective probability of specific behaviors. The stronger the intention a person has, the higher the probability will engage in a corresponding behavior. Dodds et al. (1991) thought that purchase intention is not only the subjective probability or possibility when a customer buys a particular product, but also his or her subjective consciousness and potency on a psychological level. Re-purchase is also known as "repeated purchase". Chen et al. (2002) proposed in their research that re-purchase intention means that customers wish and tend to maintain a trading relationship with suppliers. Harrison (2001) considered it as the intensity of actual repurchasing behavior. Customers with a stronger re-purchase intention will be more likely to buy the same thing. The relationship between such behavior and intention is, in essence, the relationship between behavior and consciousness.

Customer satisfaction and repurchase intention are among the most researched concepts in academia and among the most important constructs in practice today. Satisfaction refers to the degree of overall pleasure or contentment felt by the customer, resulting from the ability of the service to fulfill the consumer's desires, expectations, and needs in relation to the service, while repurchase intention refers to the individual's

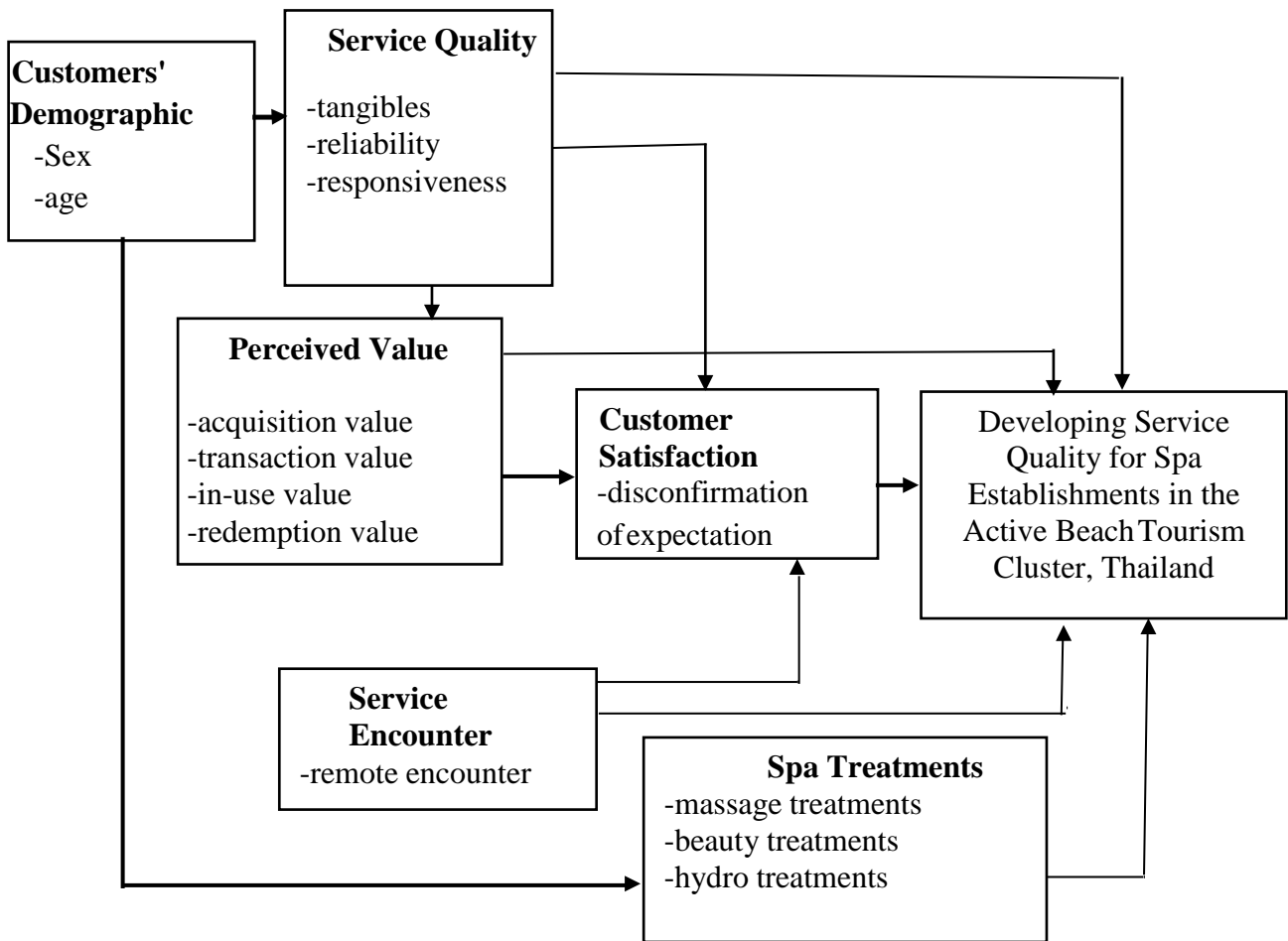
judgment about buying again a designated service or product from the same company or seller, taking into account his or her current situation and likely circumstances. Organizations try to offer the best possible service to their customers in order to retain them and create positive repurchase intentions in the future. Repurchase and consumer satisfaction have a powerful impact on firms' performance by providing a competitive advantage (Edvardsson et al., 2000), numerous loyal consumers (Zineldin, 2006), and increasing customer satisfaction. Despite extensive research on the relationships between customer repurchase and satisfaction, these constructs appear to be complex and multidimensional, and are, therefore, not well understood by many. Establishing a direct link between repurchase and satisfaction ratings has not been easy for many organizations (Mittal et al., 2001). And some researchers have demonstrated that this link can be weak (Homburg et al., 2002).

## **2.7 Previous Studies**

To construct the conceptual framework for this paper, some related previous papers are reviewed. The first review paper is on developing service quality for spa establishments in the active beach tourism cluster in Thailand by Anan (2013). The study focused on foreign customers using spa services in the Active Beach Tourism Cluster, Thailand. The sampling technique used multistage sampling, cluster sampling, quota sampling, and convenience sampling between the dimensions of service quality and the customers' desires toward spa treatments based on customer demographics and the path analysis to study the causal relations between the variables studied.

According to this paper's results, the researcher proposes that the variables of service quality, perceived value, and service encounter have a direct effect on customer satisfaction. The variable of service quality has a direct effect on perceived value, and service quality has an indirect effect on customer satisfaction via perceived value. The following figure shows the conceptual framework of the study.

**Figure (2.3) Conceptual Framework of Anan**



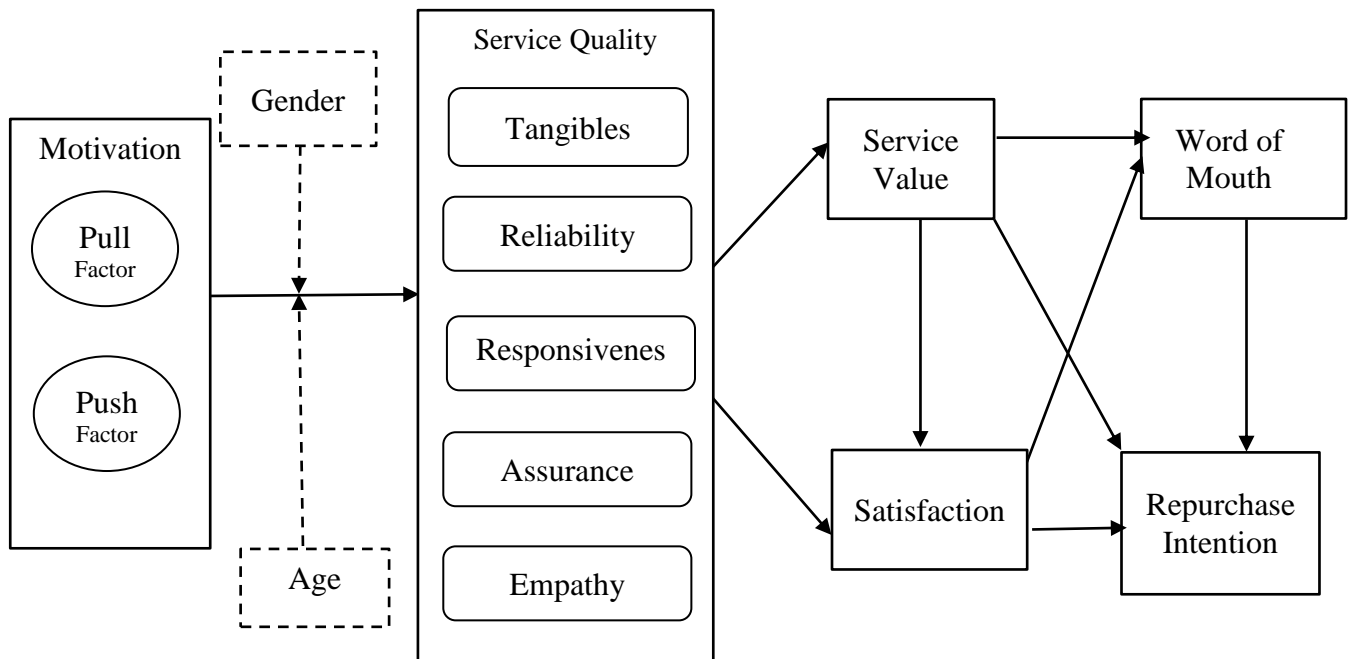
Source: Anan (2013)

As for results, the level of actual service was higher than the level the customer expected, producing positive gap scores. Almost all the factors were positive for the perception of the level of service quality. Responsiveness and assurance achieved the highest scores, followed by environmental elements, empathy, reliability, and tangibles, which were moderately high. The level of perceived value was moderately high for almost all factors. In-use value, redemption value, and affective value were considered high, while acquisition value, tradeoff value, epistemic value, and symbolic value were moderately high. The level of service encountered was moderately high for both face-to-face encounters and remote encounters. The level of customer satisfaction was moderately high for both the confirmation of expectations and service satisfaction. With reference to the causal relationship between service quality, perceived value, and service encounter having an effect on the satisfaction of customers using spa services in the Active Beach Tourism Cluster, Thailand, the finding revealed: service quality had a

positive direct effect and a positive indirect effect (via perceived value) on customer satisfaction. Perceived value had a positive direct effect on customer satisfaction. Service encounters had a positive direct effect and a positive indirect effect (via perceived value) on customer satisfaction.

The second review paper is "A Study of the Interrelationship of Spa Guests' Motivation, Perceived Service Quality, Value, Satisfaction, and Behavioral Intentions" by Bryan (2014). It was discovered that resort/hotel spa guests with different demographic and resort/hotel spa visit characteristics were motivated to visit the resort/hotel spa differently and had different perceptions of service quality, value, satisfaction, and behavioral intentions. In the following proposed framework, the relationships among motivation factors, service quality, customer satisfaction, and behavioral intentions will also be explored.

**Figure (2.4) Conceptual Framework of Bryan**

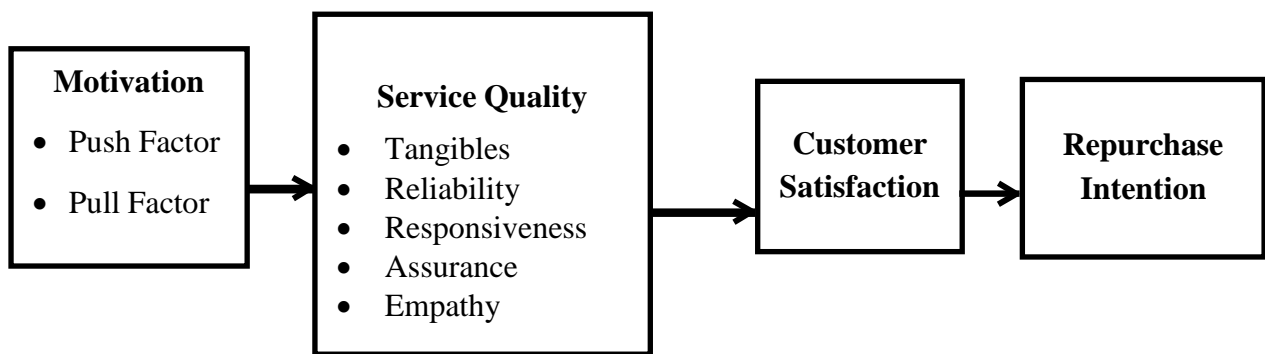


Source: Bryan (2014)

## 2.8 Conceptual Framework of the study

From the results of prior research, the following conceptual framework is developed: In the framework, four major parts are included; first, motivation; it can be defined with (1) push factor, (2) pull factors, and second, service quality, it can be defined with tangibles, reliability, responsiveness, assurance, and empathy. Then, the third is customer satisfaction, and the final one is repurchase intention. Based on the theoretical concepts and the findings of previous studies, the conceptual framework is developed as below.

**Figure (2.5) Conceptual Framework of the Study**



Source: Own Compilation Based on Previous Studies (2022)

Independent variables are motivation factors, while dependent variables are service quality, customer satisfaction, and repurchase intention. In measuring motivation, measurement items include push factor and pull factor. For service quality dimensions, tangibles, reliability, responsiveness, assurance, and empathy are measured. For the analysis, the influence of the motivation factor on service quality is examined first. A: It is the linkage between motivation (the beginning points of an act of purchase) and service quality. And then the relationship between service quality and customer satisfaction is measured. After that, the effect of customer satisfaction on the repurchase intention of New Khitmee Hair Design & Beauty Saloon is analyzed. The above table of Figure (2.5) shows the conceptual framework of the study.

According to the conceptual framework, push factors and pull factors are the motivation factors that influence customer satisfaction, and there is also a relationship between customer satisfaction and repurchase intention. The framework is about the factors influencing customer satisfaction and the relationship between customer satisfaction and repurchase intention for New Khitmee Hair Design & Beauty Salon.

## CHAPTER 3

### PROFILE OF NEW KHITMEE HAIR DESIGN & BEAUTY SALON

This chapter presents the background history of New Khitmee Hair Design & Beauty Salon, services provided by New Khitmee Hair Design & Beauty Salon, and the organizational structure of New Khitmee Hair Design & Beauty Salon. Furthermore, this chapter also demonstrates the profile of respondents and reliability tests according to the results from the survey data.

#### 3.1 Background History of New Khitmee Hair Design & Beauty Salon

New Khitmee hair design & beauty salon came into being in 2007 in Aungban, a small town in South Shan State. In 2008, a new branch was established in Aungban, named Aungban 2, while naming the existing salon as Aungban 1. The Taunggyi branch was established in 2008 and the Kyang branch was established in 2010. Finally, the last branch has successfully opened in Mandalay. The established date, location, and number of employees for New Khitmee Hair Design & Beauty Salon branches are shown in the following table.

**Table (3.1) Established Year Location and Number of Employees of New Khitmee Hair Design & Beauty Salon Branches**

| Sr. No. | Location  | Established since | Number of Employee |         |
|---------|-----------|-------------------|--------------------|---------|
|         |           |                   | Initial            | Current |
| 1       | Aungban 1 | 2007              | 5                  | 13      |
| 2       | Aungban 2 | 2008              | 6                  | 15      |
| 3       | Taunggyi  | 2019              | 10                 | 15      |
| 4       | Kyang     | 2010              | 8                  | 12      |
| 5       | Mandalay  | 2020              | 15                 | 25      |
| Total   |           |                   | 44                 | 80      |

Source: Survey Data (2022)



According to the data shown in the above table, it is found that the number of employees increases for all branches. The mission, vision, objectives, and goals of the New Khitmee Hair Design & Beauty salon are described as follows:

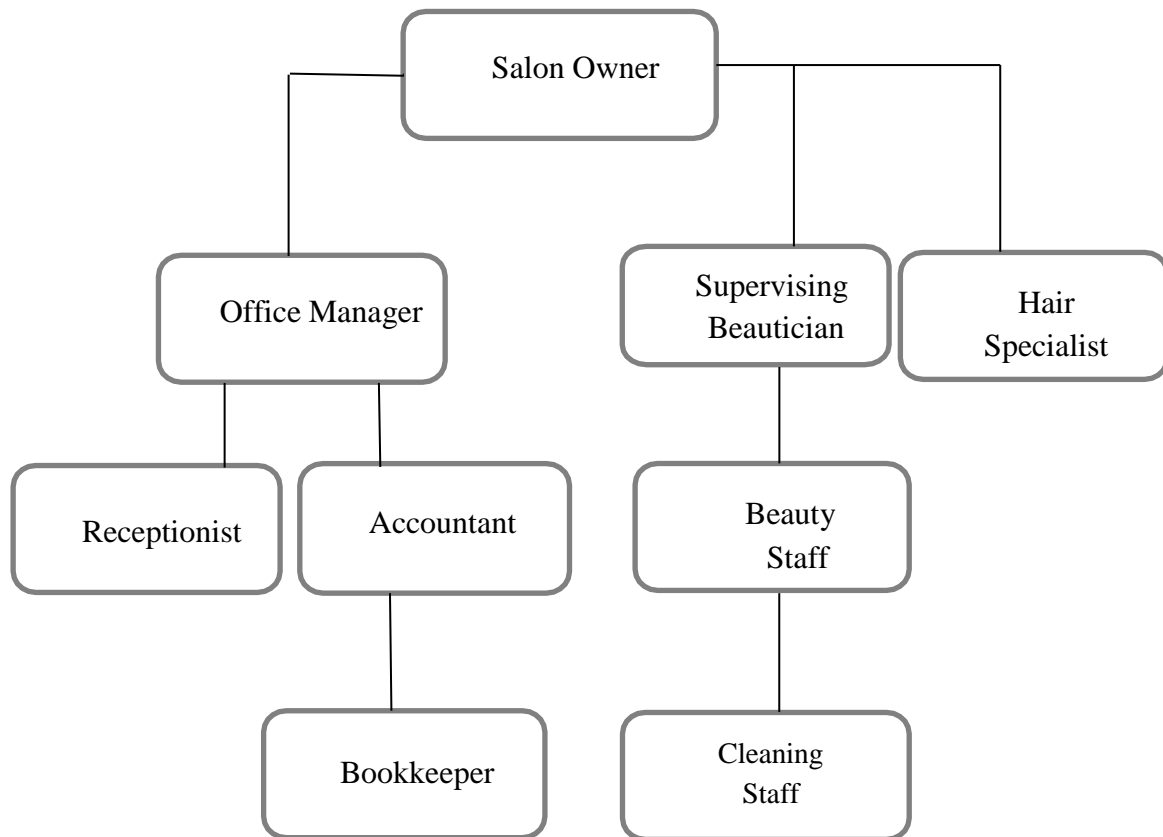
**(a) Mission, Vision and Objectives**

The mission is "to enrich, enhance & encourage individuals through clients' beauty". The vision is "always be leaders in our salon and spa industry with pride, integrity and respect." The objectives are; to have an increasing number of customers every day and to be one of the best salons that anyone, including celebrities, could walk into. The salon's goals are; to attract at least 10-15 more clients each week, to satisfy our customers and to increase revenue by allowing celebrities to visit on a monthly basis.

**(b) Organization Structure of New Khitmee Hair Design & Beauty Salon**

New Khitmee Hair Design & Beauty Salon is one of the most famous beauty salons in Mandalay. The organizational structure of this salon is a hierarchical structure with the salon owner. The organizational structure of this beauty salon is shown in Figure (3.1).

**Figure (3.1) Organization Structure of New Khitmee Hair Design & Beauty Salon**



Source: Survey Data (2022)

The salon owner sets the strategy and oversees the whole process of managing the services of the beauty salon, and there are three main leaders under the salon owner, such as the office manager, supervising beautician, and hair specialist. The receptionist and accountant are under the office manager. The office manager supervises general affairs and supports equipment. The managers have to report daily to Salon Owner. Moreover, manager controls the financial case and manages income and expenditure. Beauty staffs are under the beauticians. The beautician supervises the staff's quality and performance. The beautician gives training according to the salon owner to the staff, teaches them new beauty subjects, and shares knowledge of beauty. Similarly, the bookkeeper reports to the accountant, and the cleaning staff reports to the beauty staff.

### **3.2 Service Quality Practices in New Khitmee Hair Design & Beauty Salon**

New Khitmee Hair Design & Beauty Salon practices service quality for customers to get the company's competitive advantages. It can stand proudly among other competitive beauty salons in Myanmar. Hence, customers of New Khitmee Hair Design & Beauty Salon can enjoy communication, services, and products. There are five factors of service quality practices in New Khitmee Hair Design & Beauty Salon that consist of tangibles, reliability, responsiveness, assurance, and empathy.

#### **(a) Tangibles**

New Khitmee Hair Design & Beauty Salon has a good appearance of physical facilities, equipment, personnel, and communication materials. The physical facilities and design of this beauty salon were sensibly appealing, and employees were professionally dressed and appeared neat. An adequate ventilation system is set up in the beauty salon. Moreover, there are modernized facilities for all customers, such as: eight comfortable styling chairs; mirrors; seven hair washing sinks; many seats for the waiting area; trollies for transporting tools and products; scissors, clippers, blades, combs, brushes, and grips. It makes a good first impression on the customers entering the salon.

#### **(b) Reliability**

New Khitmee Hair Design & Beauty Salon emphasizes trusty because reliability is everything for business. There are many professional and skillful employees in this salon who perform their services without any mistakes. They provide prompt and timely service to customers. And they have enough knowledge about the beauty salon's services, treatments, and products. Moreover, old employees welcome the new employees and also give induction training. It can be assumed that the customer believes in the employee's service. Therefore, this beauty salon has the ability to complete promised service reliably and precisely.

#### **(c) Responsiveness**

Responsiveness is very important for New Khitmee Hair Design & Beauty Salon to increase profit. In order to increase the amount of money clients spend per visit. The employees were always ready when customers needed them and provided prompt service. The staff are eager to assist customers and offer prompt service provision. Furthermore, Beauty Saloon employees inform customers about when and what treatment(s) and

service(s) will be performed, and they show a willingness to assist customers. This salon has the ability to identify and effectively adapt to the continuous change in their industry and in their customers' preferences. New Khitmee Hair Design & Beauty Salon always tries to manage disruption and consistently meet the customers' expectations. This matters because it effects trust, loyalty, and customer satisfaction.

**(d) Assurance**

New Khitmee Hair Design & Beauty Salon aims to deliver the highest standards of customer service and maintain these standards through continuous evaluation of the safety and security of customers' valuables. All employees have product knowledge and deliver equitable service to individual customers with timely and accurate information. This salon gives value-for-money service; it makes people safe in financial transactions. The employees provide the services as customers are shown in pictures without error. This beauty salon has an online booking system for service delays. Even if customers need to wait, employees provide free hot or cold drinks, Wi-Fi, interesting videos, etc. Besides, this salon ensures personal physical safety and the security of valuables; it leads to the convenience of both the employees and all customers.

**(e) Empathy**

New Khitmee Hair Design & Beauty Salon accepts that empathy in customer service is important because employees need to understand customers' thoughts and emotions. One of the most valuable skills to have in the workplace is empathy. Empathy allows the beauty salon to communicate more effectively with its customers by filling understanding gaps. Empathy plays a big role in creating positive interactions between both customers and staff. Thus, the employees gave customers' personal attention, communicated in understandable language for customers, recognized customers' needs, were willing to listen to customers' points of view, and were committed to fulfilling customers' needs. The employees always listen actively, recognize the customer's emotions, and accept the customer's interpretations. Thus, customers feel comfortable and trust employees to complete their needs.

### 3.3 Profile of Respondents

In this survey, 150 questionnaires were distributed to all 150 customers of New Khitmee Hair Design & Beauty Salon. Demographic characteristics of customers include gender, age, education level, position, monthly basic salary, and total years of working experience with the current company. Table (3.2) presents the demographic data of the respondents.

**Table (3.2) Profile of Respondents**

| No.          | Demographic Characteristics | Groups               | Number of Respondents | Percentage (%) |
|--------------|-----------------------------|----------------------|-----------------------|----------------|
| <b>Total</b> |                             |                      | <b>150</b>            | <b>100.0</b>   |
| 1            | Gender                      | Male                 | 37                    | 24.7           |
|              |                             | Female               | 113                   | 75.3           |
| 2            | Age                         | 20 years and under   | 22                    | 14.7           |
|              |                             | 21-30 years          | 88                    | 58.7           |
|              |                             | 31-40 years          | 29                    | 19.3           |
|              |                             | 41-50 years          | 9                     | 6.0            |
|              |                             | 51-60 years          | 2                     | 1.3            |
| 3            | Monthly Income              | Ks 200,000 and below | 38                    | 25.3           |
|              |                             | Ks 200,000 – 300,000 | 42                    | 28.0           |
|              |                             | Ks 300,000 – 400,000 | 40                    | 26.7           |
|              |                             | Ks 400,000 – 500,000 | 7                     | 4.7            |
|              |                             | Ks 500,000 and above | 23                    | 15.3           |
| 4            | Marital Status              | Single               | 98                    | 65.3           |
|              |                             | Married              | 52                    | 34.7           |

|   |                 |                      |    |      |
|---|-----------------|----------------------|----|------|
| 5 | Education Level | Primary              | 39 | 26.0 |
|   |                 | Secondary            | 68 | 45.3 |
|   |                 | Graduate             | 25 | 16.7 |
|   |                 | Post Graduate Degree | 18 | 12.0 |
| 6 | Occupation      | Student              | 38 | 25.3 |
|   |                 | Company Staff        | 29 | 19.3 |
|   |                 | Government Staff     | 27 | 18.0 |
|   |                 | Self Employed        | 2  | 1.3  |
|   |                 | Business Owner       | 26 | 17.3 |
|   |                 | Others (Dependents)  | 28 | 18.7 |
| 7 | Spending Amount | Less than 10000 ks   | 34 | 22.7 |
|   |                 | 20000-30000 ks       | 30 | 20.0 |
|   |                 | 30000-40000 ks       | 28 | 18.7 |
|   |                 | 40000-50000 ks       | 21 | 14.0 |
|   |                 | 50000-60000 ks       | 20 | 13.3 |
|   |                 | Above 60000 ks       | 17 | 11.3 |

Source: Survey Data (2022)

As shown in Table (3.2), 24.7% of the customers are male and 75.3% are female. It can be seen that the number of female customers is almost three times that of male customers, representing the beauty that women enjoy more than men.

According to the age group, the majority of the respondents are between 21 and 30 years old, representing 58.7%. The second largest group consists of those aged 31 to 40, which represents 19.3%, followed by 14.7% of those aged 20 and under. 41 to 50 years old and 51 to 60 years old have 6.0% and 1.3%. Therefore, the majority of the customers of New Khitmee Hair Design & Beauty Saloon are young adults aged between 21 and 30 years.

In terms of monthly income, 25.3% earn a monthly salary of between 200,000 Kyats and below. 28.0% earn 200,000 to 300,000 Kyats per month; 26.7% earn 300,000 to 400,000 Kyats per month; 4.7% earn 400,000 to 500,000 Kyats per month; and 15.3% earn 500,000 to 500,000 Kyats per month. Most customers earn between 200,000 and 300,000 kyats. 65.3% of the customers are single and 34.7% are married. It can be seen that the number of single customers is over twice that of married customers, indicating that single people come to New Khitmee Hair Design & Beauty Salon.

It can be seen that 45.3% are at secondary levels in education and they contribute the largest portion. The primary level is the second-largest portion, with 26.0%. The graduate level is the third-largest portion, with 16.7%. Postgraduates are the smallest group. These figures represent that most of the customers have low education. Moreover, 25.3% of customers are students, and they represent the largest group. The second-largest group is company staff, and they represent 19.3% of the total. The third-largest portion is other; they comprise 18.7% of the total. And the least portion is self-employed, which is only 1.3%, respectively. Students are interested and come to New Khitmee Hair Design & Beauty Salon. Others mean that people who are dependents do not have any jobs.

The last part of this study's demographic factors is the respondents' purchased amount in New Khitmee Hair Design & Beauty Salon. According to the result, the majority of the respondents had less than 10,000 Kyats, representing 22.7%. The second largest group consists of those from 20000Kyats to 30000Kyats, which represents 20.0%, followed by 18.7% of those from 30000Kyats to 40000 kyats. Between 40000 and 50000 Kyats, between 50000 and 60000 Kyats, and above 60000 Kyats, the rates are 14.0%, 13.3%, and 11.3%, respectively. Therefore, the majority of the customers of New Khitmee Hair Design & Beauty Salon used an amount of less than 10,000 kyats.

### **3.4 Reliability Test**

The reliability test is conducted for the purpose of ensuring consistent measurement through different statements in the questionnaire set. Cronbach's alpha ranges in value from 0 to 1 and is used to describe the reliability of factors extracted from questionnaires. If the result in the calculation of Cronbach's Alpha value is above 0.7 or equal to 0.7, all questions are consistent and reliable to be applied as the research instrument for this study. If this value is less than 0.7, which means the data results are unreliable, and greater than 0.7, which indicates that the data results are reliable. The closer Cronbach's alpha coefficient value is to 1.0, the greater the internal consistency of the questionnaire sets in the study.

Table (3.3) describes the reliability of these study instruments and the Cronbach's Alpha value found in the study for the service quality, customer satisfaction, and repurchases intentions towards New Khitmee Hair Design & Beauty Salon. Cronbach's alpha values for all variables in the table are greater than 0.7. Hence, all the questions are trustworthy and acceptable to be applied as the study instrument for this research, and all the respondents are appropriate and willing to answer for this study.

**Table (3.3) Results from Reliability Test**

| <b>Sr. No.</b> | <b>Variable</b>       | <b>Number of items</b> | <b>Cronbach's Alpha</b> |
|----------------|-----------------------|------------------------|-------------------------|
| 1              | Push                  | 9                      | .833                    |
| 2              | Pull                  | 8                      | .811                    |
| 3              | Tangible              | 5                      | .744                    |
| 4              | Reliability           | 5                      | .760                    |
| 5              | Responsiveness        | 5                      | .872                    |
| 6              | Assurance             | 6                      | .828                    |
| 7              | Empathy               | 5                      | .822                    |
| 8              | Customer Satisfaction | 10                     | .902                    |
| 9              | Repurchase Intention  | 10                     | .867                    |

Source: Survey Data (2022)

As shown in Table (3.3), it expresses the analysis result of Cronbach's alpha for each variable, whereas the overall variable of the questionnaires has been accomplished with consistency and stability.



## CHAPTER 4

### ANALYSIS ON MOTIVATION, SERVICE QUALITY, CUSTOMER SATISFACTION, REPURCHASE INTENTION OF NEW KHITMEE HAIR DESIGN & BEAUTY SALON'S CUSTOMERS

This chapter presents an analysis and discussion of the study. There are three sections in this chapter. The first section is the overall mean value of motivation factors, which includes pull and push. The second section contains discussions on the regression analyses of motivation factors on service quality, service quality on job satisfaction, and job satisfaction on customer repurchase intention in the New Khitmee Hair Design & Beauty Salon.

#### 4.1 Motivation, Service Quality, Customer Satisfaction and Repurchase Intention in New Khitmee Hair Design & Beauty Saloon

This section consists of the overall mean value of the motivation factors, service quality, customer satisfaction, and repurchase intention. There are 63 structural questionnaires to evaluate those variables in the New Khitmee Beauty Salon. According to Pimentel (2010), the levels of mean values are interpreted as 1–1.80 (strongly disagree), 1.81–2.60 (disagree), 2.61–3.40 (neither agree nor disagree), 3.41–4.20 (agree) and 4.21–5.00 (strongly agree).

##### 4.1.1 Motivation Factors

In this study, there are two elements of motivation factors: Pull and Push. The overall mean scores of the motivation factors are presented in Table (4.1).

**Table (4.1) Descriptive Analysis of Motivation Factors**

| Sr.No. | Items       | Overall Mean |
|--------|-------------|--------------|
| 1      | Pull factor | 4.10         |
| 2      | Push Factor | 4.01         |

Source: Survey Data (2022)

The mean scores and standard deviations of the statements of each variable in motivation factors are presented in detail in the following tables.

(a) **Pull Factor**

The Pull Factor gives priority to the safety of the person and place the most, followed by image and convenience. In order to get more customers, New Khitmee Hair Design & Beauty Salon needs to provide an attractive and reasonable price. Eight structural questions are constructed and data is collected from 150 respondents.

**Table (4.2) Pull Factor**

| <b>Sr.No.</b>       | <b>Items</b>  | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------|---|-------------|---------------------------|
| 1                   | Well-decorated and relaxing environment   | 4.11        | 0.92                      |
| 2                   | Affordable prices   | 4.22        | 0.79                      |
| 3                   | Providing services by skilled staff   | 4.36        | 0.81                      |
| 4                   | Being brand name  | 3.61        | 1.06                      |
| 5                   | Meeting the appointment time(s) as per the schedule and requirements                                | 4.03        | 0.85                      |
| 6                   | Carrying customers' preferred product line(s)   | 4.13        | 0.74                      |
| 7                   | Visiting this beauty salon in order to save time from looking for and traveling to an outside salon | 3.95        | 1.01                      |
| 8                   | Getting preferred treatment(s)  | 4.35        | 0.75                      |
| <b>Overall Mean</b> |   | <b>4.10</b> |                           |

Source: Survey Data (2022)

The pull factor of customers in the New Khitmee Hair Design & Beauty Saloon is described in Table (4.2). As shown in the Table, the statement "Providing services by skillful staff" has a higher mean value than the other variables, and it can be seen that the mean value is 4.36. This means that most customers assume that they receive good quality service. The lowest mean value is 3.61 and its statement is "Being a brand name". This implies that there are a few customers who choose the brand name and they choose the services and products that are reasonable for them. According to the survey results, there is a higher level of motivation regarding the pull factor, with an overall mean value of 4.10 and it is in agree level of the customer. It means that the majority of customers consider that they have good quality services, products, and treatments, which motivates

them to revisit to this beauty salon, and they can attract and retain all customers. Therefore, the results reveal that most of the customers are satisfied with their requirement and, balance with their expectation and perceived service quality of this beauty salon.

**(b) Push Factor**

There are nine structural questionnaires for push factor that are constructed to calculate the overall values of the mean by 150 respondents in New Khitmee Hair Design & Beauty Salon.

**Table (4.3) Push Factor**

| <b>Sr. No.</b>      | <b>Items</b>   | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------|--|-------------|---------------------------|
| 1                   | Visiting this beauty salon to reward yourself after working hard | 3.75        | 0.98                      |
| 2                   | Enjoyment of holiday   | 3.89        | 0.72                      |
| 3                   | Refresh and stress-reduction                                     | 4.14        | 0.78                      |
| 4                   | Searching a pampering experience by visiting this Beauty Saloon  | 4.03        | 0.76                      |
| 5                   | Luxurious experience by visiting beauty salon                    | 4.03        | 0.84                      |
| 6                   | Enhancing physical wellbeing                                     | 4.14        | 0.85                      |
| 7                   | Rejuvenating appearance  | 4.11        | 0.85                      |
| 8                   | Therapeutic reasons  | 3.73        | 1.14                      |
| 9                   | Being fashionable by visiting this Beauty Salon.                 | 4.23        | 0.80                      |
| <b>Overall Mean</b> |  | 4.01        |                           |

Source: Survey Data (2022)

According to Table (4.3), the highest mean is (4.23) with its statement of "Being fashionable by visiting this beauty salon." It means that most of the respondents are satisfied with the new fashion and popular hair style. "Therapeutic reasons" is the lowest mean value, which is 3.73. They believe that going to a beauty salon support relaxing and stress-relieving. The overall mean value is 4.01 and it is in agree level of the customer. It means that most of the customers are satisfied with enhancing their physical wellbeing and being fashionable by visiting this beauty salon.

#### 4.1.2 Service Quality

In this study, there are five elements of service quality: tangibles, reliability, responsiveness, Assurance, and Empathy. The overall mean scores for the service quality are presented in Table (4.4).

**Table (4.4) Descriptive Analysis of Motivation Factors**

| Sr. No. | Items          | Overall Mean |
|---------|----------------|--------------|
| 1       | Tangibles      | 4.08         |
| 2       | Reliability    | 4.16         |
| 3       | Responsiveness | 4.26         |
| 4       | Assurance      | 4.29         |
| 5       | Empathy        | 4.25         |

Source: Survey Data (2022)

The mean scores and standard deviations for the statements of each variable in service quality are presented in detail in the following Tables.

#### (a) Tangible

Tangible is also an important factor for service quality at the workplace. Table (4.5) represents the mean value of tangible factors on New Khitmee Hair Design & Beauty Salon. In this factor, five statements by using Likert Scale questions were asked to the respondents and were analyzed for their mean value. They are represented in Table (4.2)

**Table (4.5) Tangible**

| Sr. No.             | Items  | Mean | Standard Deviation |
|---------------------|--|------|--------------------|
| 1                   | Appealing on the physical facilities and the design                                    | 3.97 | 0.82               |
| 2                   | Keeping the design and theme consistent with the appearance of the physical facilities | 3.91 | 0.81               |
| 3                   | Setting up adequate ventilation system   | 4.07 | 0.69               |
| 4                   | Developing adequate facilities   | 4.25 | 0.77               |
| 5                   | Being professionally dressed and appeared neat   | 4.19 | 0.85               |
| <b>Overall Mean</b> |  | 4.08 |                    |

Source: Survey Data (2022)

According to survey data, the highest mean value is 4.25, and the statement is "Developing adequate facilities." It shows that customers prefer modernized equipment and adequate facilities. The lowest mean value is 3.91. The statement is "keeping the design and theme as the appearance of the physical facilities." It can be said that most customers are not careful about the design and themes of beauty salons. The overall mean value is 4.08 point out that the respondents agreed on all statements of the tangible factor. It means that customers like being professionally dressed and appearing neat and setting up an adequate ventilation system.

**(b) Reliability**

Reliability is also an influencing factor to the respondents. For reliability in New Khitmee Hair Design & Beauty Salon, five structural questions are constructed and data are collected from 150 respondents.

**Table (4.6) Reliability**

| <b>Sr. No.</b>      | <b>Items</b>   | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------|--|-------------|---------------------------|
| 1                   | Being professional and skillful employees  | 4.22        | 0.81                      |
| 2                   | Providing prompt and timely service to customers.  | 4.23        | 0.81                      |
| 3                   | Performing service without any mistakes  | 4.13        | 0.74                      |
| 4                   | Being knowledgeable about the beauty salon's services, treatments, and product                             | 4.05        | 0.70                      |
| 5                   | Promising service reliably and precisely because of the ability of beauty salon establishments to complete | 4.16        | 0.84                      |
| <b>Overall Mean</b> |  | <b>4.16</b> |                           |

Source: Survey Data (2022)

As shown in Table (4.6), "providing prompt and timely service to customers" is the highest mean value of 4.23. This shows that customers are satisfied because they prefer the prompt and timely services of New Khitmee Hair Design & Beauty Salon. The lowest mean value is 4.05. The statement is "Being knowledgeable about the Beauty Saloon's services, treatments, and products." This is possible because some of the customers are looking for cheap services and they do not have much knowledge about healthy beauty by themselves. The overall mean value is 4.16. It indicates that customers

of New Khitmee Beauty Salon are satisfied with service provided reliably and precisely, professional and skillful employees, who perform their service without any mistakes. Therefore, it can be assumed that the customers prefer this beauty salon which provide excellent services.

**(c) Responsiveness**

Responsiveness is the influencing factor for service quality at the work place. For responsiveness in New Khitmee Hair Design & Beauty Salon, five structural questions are constructed and data is collected from 150 respondents to analyze their impact on service quality.

**Table (4.7) Responsiveness**

| <b>Sr. No.</b>      | <b>Items</b>   | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------|--|-------------|---------------------------|
| 1                   | Being ready when customers need  | 4.14        | 0.86                      |
| 2                   | Providing prompt service   | 4.35        | 0.85                      |
| 3                   | Making customers eager to assist customers and offer prompt service provision.         | 4.36        | 0.83                      |
| 4                   | Demonstrating the willingness to help customers  | 4.25        | 0.77                      |
| 5                   | Telling customers exactly when and what treatment(s)and services(s) would be performed | 4.22        | 0.82                      |
| <b>Overall Mean</b> |  | <b>4.26</b> |                           |

Source: Survey Data (2022)

As presented in Table (4.7), "making eager to assist customers and offer prompt service provision" has the highest mean value of 4.36. It shows that most of the customers like prompt services and want to save time. "Being ready when customers need it" is the lowest mean value at 4.14. This could be because some customers want certain products and services but sometime, they have to wait for receiving services. The overall mean value is 4.26 and it is the agree level of the customer. It means that the customers are eager to assist customers, offering prompt service provision and demonstrating the willingness to help customers. Therefore, it can be assumed that this beauty salon provides services as they promised and employees are competent in solve the problems in their work.

**(d) Assurance**

For assurance in the New Khitmee Hair Design & Beauty Salon, six structural questions are constructed and data is collected from 150 respondents to examine the service quality.

**Table (4.8) Assurance**

| <b>Sr. No.</b>      | <b>Items</b>   | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------|--|-------------|---------------------------|
| 1                   | Being ability to express the product knowledge and courteousness safely and trust. | 4.03        | 0.81                      |
| 2                   | Value-for-money service  | 4.37        | 0.77                      |
| 3                   | An equitable service for individual customer                                       | 4.43        | 0.66                      |
| 4                   | Ensuring personal physical safety and valuables security                           | 4.37        | 0.78                      |
| 5                   | Making financial transactions with this Beauty Salon secure                        | 4.32        | 0.74                      |
| 6                   | Being trust the Beauty Saloon employees  | 4.25        | 0.86                      |
| <b>Overall Mean</b> |  | <b>4.29</b> |                           |

Source: Survey Data (2022)

As shown in Table (4.8), "Equitable service for individual customers" is the highest mean value of 4.43. This shows that employees of New Khitmee Hair Design & Beauty Salon serve individual customers with equal chance and quality. The lowest mean value is 4.03. The statement is "Being able to express product knowledge and courteousness safely and trust". This is possible because some of the customers think the staff are poor in knowledge because many customers cannot explain the knowledge of beauty one by one. The overall mean value is 4.29 and it is the agree level of the customer. It indicates that customers of this beauty salon are satisfied with the services which enable value-for-money service and ensure personal physical safety and security of their valuables.

**(e) Empathy**

Empathy is the ability or practice of imagining or trying to deeply understand what someone else is feeling or what it's like to be in their situation. For Empathy in the New Khitmee Hair Design & Beauty Salon, five structural questions are constructed and data is collected from 150 respondents to analyze service quality.

**Table (4.9) Empathy**

| <b>Sr No.</b>       | <b>Items</b>   | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------|--|-------------|---------------------------|
| 1                   | Personal attention.                                  | 4.17        | 0.77                      |
| 2                   | Communication understandable language for customer.  | 4.29        | 0.80                      |
| 3                   | Recognizing customers' needs.                        | 4.31        | 0.80                      |
| 4                   | Being willing to listen to customers' point of view. | 4.18        | 0.84                      |
| 5                   | Being committed to fulfilling comfort needs.         | 4.28        | 0.72                      |
| <b>Overall Mean</b> |  | <b>4.25</b> |                           |

Source: Survey Data (2022)

As presented in Table (4.9), "Recognizing customers' needs." has the highest mean value of 4.31". It shows that most of the respondents strongly agree that New Khitmee Hair Design & Beauty Salon is good at customer care and recognizing the needs of customers. "Personal attention." is the lowest mean value at 4.17. This may be because some new customers cannot be recognized among many customers. The overall mean value is 4.25 and it is the agree level of the customer. It means that the customers assume that New Khitmee Hair Design& Beauty Salon employees pay attention to the customers.

#### **4.1.3 Customer Satisfaction**

Customer satisfaction in the New Khitmee Hair Design & Beauty Salon is an essential part of this study. Thus, ten structural questions are constructed and data is collected from 150 respondents to find out the customer satisfaction level. The results are shown in Table (4.10).



**Table (4.10) Customer Satisfaction**

| <b>Sr. No.</b>      | <b>Items</b>  | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------|---|-------------|---------------------------|
| 1                   | Having the professional skills and behavior of New Khitmee Hair Design& Beauty Salon employees                    | 4.13        | 0.74                      |
| 2                   | Working environment and adequate supportive facilities for New Khitmee Hair Design& Beauty Salon employees.       | 4.02        | 0.77                      |
| 3                   | Delighting with personality of the employees of New Khitmee Hair Design & Beauty Salon employees                  | 4.13        | 0.77                      |
| 4                   | Being satisfied with timely and accurate information provided by New Khitmee Hair Design & Beauty Salon employees | 4.02        | 0.80                      |
| 5                   | Having a sense of joy and relaxation while being treated  | 4.26        | 0.78                      |
| 6                   | Receiving considerable benefits from the beauty salon treatments  | 4.27        | 0.77                      |
| 7                   | Receiving good value regarding beauty salon treatments as they met my expectation                                 | 4.21        | 0.68                      |
| 8                   | Feeling pleasure with promotional price and saving money  | 4.47        | 0.82                      |
| 9                   | Fulfilling customers' bliss   | 4.31        | 0.69                      |
| 10                  | Receiving personalized treatments while being treated   | 4.33        | 0.75                      |
| <b>Overall Mean</b> |   | 4.22        |                           |

Source: Survey Data (2022)

As shown in Table (4.10), it is found that the highest mean value is 4.47, and that the most appropriate statement is "Feeling pleasure with promotional price and saving money." It shows that customers have a very high degree of satisfaction with the beauty salon. The statements "New Khitmee's working environment and adequate supportive facilities" and "Being satisfied with New Khitmee's timely and accurate information" have the lowest mean score of 4.02. This implies that most employees are satisfied with adequate supportive facilities and timely and accurate information. The overall mean value is 4.22 and it is the agree level of the customer, showing that customers are satisfied with promotional prices, saving money, receiving personalized treatments while being

treated, and having a sense of joy and relaxation while being treated. As a consequence, they have delighted in the personalities of the employees of this beauty salon. It is also noted that customer satisfaction mainly derives from service quality. Therefore, according to the results, there is a high level of customer satisfaction in this beauty salon.

#### 4.1.4 Repurchase Intention

In this study, the repurchase intention of the customers in the New Khitmee Hair Design & Beauty Salon is the critical factor to figure out how well the beauty salon is operating. Therefore, ten structural questions with a five-point Likert-scale are constructed and data is collected from 150 respondents to evaluate the mean values.

**Table (4.11) Repurchase Intention**

| <b>No.</b>          | <b>Items</b>   | <b>Mean</b> | <b>Standard Deviation</b> |
|---------------------|--|-------------|---------------------------|
| 1                   | Intending to continue taking services from New Khitmee Hair Design & Beauty Salon because it makes satisfied | 4.27        | 0.74                      |
| 2                   | Visiting and taking New Khitmee Hair Design & Beauty Salon services whenever customer need                   | 4.01        | 0.96                      |
| 3                   | Increasing the frequency of visit to this beauty salon   | 4.29        | 0.81                      |
| 4                   | Increasing in spending for next visits to this beauty salon  | 3.97        | 0.99                      |
| 5                   | Recommending this beauty salon to someone who seeks advice   | 4.47        | 0.73                      |
| 6                   | Saying positive things about this beauty salon to other people   | 4.50        | 0.67                      |
| 7                   | Encouraging friends and relatives to try out this beauty salon   | 4.57        | 0.69                      |
| 8                   | Considering this beauty salon for first choice when customer need to visit the beauty salon again            | 4.45        | 0.86                      |
| 9                   | Planning to visit this beauty salon in regular basics  | 4.34        | 0.78                      |
| 10                  | Having a strong possibility to visit to this beauty salon within the next month                              | 4.41        | 0.84                      |
| <b>Overall Mean</b> |  | <b>4.33</b> |                           |

Source: Survey Data (2022)

The repurchase intention of customers in New Khitmee Hair Design & Beauty Salon is described in Table (4.11). According to the results, the highest mean score is 4.57, which means "Encouraging friends and relatives to try out this beauty salon." This shows that most of the customers like the services and products. Moreover, they encourage their family and colleagues to visit New Khitmee Hair Design & Beauty Salon. The statement "Increasing in spending for next visits to this beauty salon" has the lowest mean value of 3.97. It shows that customers want to pay less for beauty. The overall mean score is 4.33 and it is the agree level of the customer. The result indicates that the most customers want to visit and make for healthy beauty again and again. Most of the customers are encouraging friends and relatives to try out this beauty salon. They intend to continue taking services from this beauty salon. It means that there is customer loyalty in this salon due to the employees trust.

#### **4.2 Analysis of the Effect of Motivation Factors on Service Quality of New Khitmee Hair Design & Beauty Salon**

This section identifies motivation factors on the service quality of New Khitmee Hair Design & Beauty Salon using multiple linear regression analysis. In this study, there are two main variables: motivation factors and service quality. In each regression model, pull and push are used as independent variables, and service quality is used as the dependent variable. All the data types are consistent with the assumption of multiple linear regression statistics. According to the results, motivation factors have a positive effect on the service quality of New Khitmee Hair Design & Beauty Salon. Service quality has regressed with Pull and Push.

##### **(a) Effect of Motivation Factors on Tangibles**

Motivation Factors have a positive effect on Tangible in New Khitmee Hair Design & Beauty Salon. The results of regression analysis are presented in Table (4.12).

**Table (4.12) Effect of Motivation Factors on Tangibles**

| Variable          | Unstandardized Coefficient |            | Standardized Coefficient | t     | Sig. |
|-------------------|----------------------------|------------|--------------------------|-------|------|
|                   | B                          | Std. Error | Beta                     |       |      |
| (Constant)        | 1.137                      | .246       |                          | 4.628 | .000 |
| Push Factor       | .238***                    | .090       | .244                     | 2.639 | .009 |
| Pull Factor       | .485***                    | .090       | .501                     | 5.413 | .000 |
| R                 | 0.708                      |            |                          |       |      |
| R Square          | 0.501                      |            |                          |       |      |
| Adjusted R Square | 0.494                      |            |                          |       |      |
| F Value           | 73.760***                  |            |                          |       |      |

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

As presented in Table (4.12), the correlation coefficient (R) stands for the linear relationship between independent and dependent variables. R has a value of 0.708 and is between 0 and 1. Hence, motivation factors and tangibles are correlated.  $R^2$  is 0.501 and adjusted  $R^2$  is 0.494. This model explains that the variation of tangibles is predicted by push and pull as the value of adjusted  $R^2$  is around 49%. As a result, pull factors have a positive effect on tangibles at 1% significant level and push factors have a positive effect on tangibles at 5% significant level. The overall significance of the model is highly significant at the 1% level, according to the F test value. Consequently, this specific model can be regarded as valid.

The study stated that the motivation factors of customers in New Khitmee Hair Design & Beauty Salon are well connected with each other. This shows that the majority of clients are content with how visiting this beauty salon has improved their physical welfare and sense of style. Thus, this beauty salon offers its clients a high caliber of service.

Since New Khitmee entered in Aungban, New Khitmee prepared the attractive appeal of design to build the strong relationship with customers, the full relevance information about services. New Khitmee provides customers to understand more and open the customer review section on their social media platforms create better customer interaction environment and connection with almost all payment systems can build the trustworthiness towards New Khitmee Hair Design & Beauty Salon. Therefore this result indicated that the customers of New Khitmee Hair Design & Beauty Salon desire with

adequate facilities of this beauty salon.

**(b) Effect of Motivation Factors on Reliability**

The results of regression analysis are presented in Table (4.13).

**Table (4.13) Effect of Motivation Factors on Reliability**

| Variable          | Unstandardized Coefficient |            | Standardized Coefficient | t     | Sig. |
|-------------------|----------------------------|------------|--------------------------|-------|------|
|                   | B                          | Std. Error | Beta                     |       |      |
| (Constant)        | .918                       | .315       |                          | 2.913 | .004 |
| Push Factor       | .329***                    | .116       | .279                     | 2.844 | .005 |
| Pull Factor       | .495***                    | .115       | .422                     | 4.301 | .000 |
| R                 | 0.660                      |            |                          |       |      |
| R Square          | .436                       |            |                          |       |      |
| Adjusted R Square | .428                       |            |                          |       |      |
| F Value           | 56.760****                 |            |                          |       |      |

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

As presented in Table (4.13), the correlation coefficient (R) stands for the linear relationship between independent and dependent variables. R has a value of 0.660 and is between 0 and 1. Hence, motivation factors and reliability are correlated.  $R^2$  is 0.436 and adjusted  $R^2$  is 0.428. This model explains that the variation of reliability is predicted by push and pull as the value of adjusted  $R^2$  is around 43%. As a result, pull factors have a positive effect on reliability at 1% significant level, and push factors have a positive effect on reliability at 5% significant level. The overall significance of the model is highly significant at the 1% level, according to the F test value. Consequently, this specific model can be regarded as valid.

According to the standardized coefficient (Beta), it is indicated that the increase in motivation factors can cause reliability results in the New Khitmee Hair Design & Beauty Salon. These results show that the customers of this beauty salon appreciate skillful beauticians. They believed that employees have enough knowledge about the beauty salon's services, treatments, and products. Owners and employees can perform every

service without any mistakes. The study also shows that customers are satisfied with prompt and timely service, the fees for products and services are reasonable and cost-effective.

**(c) Effect of Motivation Factors on Responsiveness**

The results of regression analysis are presented in Table (4.14).

**Table (4.14) Effect of Motivation Factors on Responsiveness**

| Variable          | Unstandardized Coefficient |            | Standardized Coefficient | t     | Sig. |
|-------------------|----------------------------|------------|--------------------------|-------|------|
|                   | B                          | Std. Error | Beta                     |       |      |
| (Constant)        | .918                       | .315       |                          | 2.913 | .004 |
| Push Factor       | .329***                    | .116       | .279                     | 2.844 | .005 |
| Pull Factor       | .495***                    | .115       | .422                     | 4.301 | .000 |
| R                 | .663                       |            |                          |       |      |
| R Square          | .439                       |            |                          |       |      |
| Adjusted R Square | .431                       |            |                          |       |      |
| F Value           | 57.528***                  |            |                          |       |      |

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

As presented in Table (4.14), the correlation coefficient (R) stands for the linear relationship between independent and dependent variables. R has a value of 0.663 and is between 0 and 1. Hence, motivation factors and responsiveness are correlated. R<sup>2</sup> is 0.439 and adjusted R<sup>2</sup> is 0.431. This model explains that the variation of responsiveness is predicted by push and pull as the value of adjusted R<sup>2</sup> is around 43%. As a result, pull factors have a positive effect on reliability at 1% significant level and push factors have a positive effect on responsiveness at 5% significant level. The overall significance of the model is highly significant at the 1% level, according to the F test value. Consequently, this specific model can be regarded as valid.

According to the standardized coefficient (Beta), it is indicated that the increase in motivation factors can cause responsiveness results in the New Khitmee Hair Design & Beauty Salon. The study finds that the employees have the ability to plan their work well and accomplish it on time and accurately. These results show that most clients are satisfied because the employees of this salon provide prompt service when they need it. Its treatments and services are famous in the city. The employees demonstrated their

willingness to help every customer. The staffs are eager to assist customers and offer prompt service provision. , it means that employees have abilities to perform their job. Moreover, employees told them when and what treatments and services would be performed. Thus, the results indicate that the employees are competent in solve the problems in their work.

**(d) Effect of Motivation Factors on Assurance**

The results of regression analysis are presented in Table (4.15).

**Table (4.15) Effect of Motivation Factors on Assurance**

| Variable          | Unstandardized Coefficient |            | Standardized Coefficient | t     | Sig. |
|-------------------|----------------------------|------------|--------------------------|-------|------|
|                   | B                          | Std. Error | Beta                     |       |      |
| (Constant)        | 1.047                      | .226       |                          | 4.632 | .000 |
| Push Factor       | .181**                     | .083       | .182                     | 2.178 | .031 |
| Pull Factor       | .616***                    | .083       | .622                     | 7.457 | .000 |
| R                 | .771                       |            |                          |       |      |
| R Square          | .595                       |            |                          |       |      |
| Adjusted R Square | .589                       |            |                          |       |      |
| F Value           | 107.976***                 |            |                          |       |      |

Source:SurveyData(2022)

\*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

As presented in Table (4.15), the correlation coefficient (R) stands for the linear relationship between independent and dependent variables. R has a value of 0.771 and is between 0 and 1. Hence, motivation factors and assurance are correlated.  $R^2$  is 0.595 and adjusted  $R^2$  is 0.589. This model explains that the variation of assurance is predicted by push and pull as the value of adjusted  $R^2$  is around 59%. By the result, pull factors has positive effect on assurance at 1% significant level and push has positive effect on assurance at 10% significant level. The overall significance of the model is highly significant at the 1% level, according to the F test value. Consequently, this specific model can be regarded as valid.

According to the standardized coefficient (Beta), it is indicated that the increase in motivation factors can cause assurance results in New Khitmee Hair Design & Beauty Salon. These results show that clients are dependable on New Khitmee Hair Design &

Beauty Salon. New Khitmee always arrange seasonal promotion to deliver value for money service, and in the promotion period, New Khitmee prepare enough staff to avoid inconvenience. Moreover, New Khitmee already kept a lot of equipments, chairs, tools more than necessary. Thus, customers totally assumed that their physical appearance would be better. The company provides the staff for learning, innovative things, actionable suggestions, required tools, and involving decisions so that the staff can deliver an equitable service to individual customers. In addition, this beauty salon creates many payment systems for financial transactions. To be concluded, according to the results, most of the respondents felt safe in financial transactions with this beauty salon.

**(e) Effect of Motivation Factors on Empathy**

The results of regression analysis are presented in Table (4.16).

**Table (4.16) Effect of Motivation Factors on Empathy**

| Variable          | Unstandardized Coefficient |            | Standardized Coefficient | t     | Sig. |
|-------------------|----------------------------|------------|--------------------------|-------|------|
|                   | B                          | Std. Error | Beta                     |       |      |
| (Constant)        | 1.484                      | .298       |                          | 4.980 | .000 |
| Push Factor       | .322***                    | .110       | .305                     | 2.936 | .004 |
| Pull Factor       | .360***                    | .109       | .343                     | 3.311 | .001 |
| R                 | .611                       |            |                          |       |      |
| R Square          | .373                       |            |                          |       |      |
| Adjusted R Square | .365                       |            |                          |       |      |
| F Value           | 43.764***                  |            |                          |       |      |

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

As presented in Table (4.16), the correlation coefficient (R) stands for the linear relationship between independent and dependent variables. R has a value of 0.611 and is between 0 and 1. Hence, motivation factors and empathy are correlated. R<sup>2</sup> is 0.373 and adjusted R<sup>2</sup> is 0.365. This model explains that the variation of assurance is predicted by push and pull as the value of adjusted R<sup>2</sup> is around 37%. As a result, pull factors have a positive effect on empathy at 5% significant level and pushing factors have a positive effect on empathy at 5% significant level. The overall significance of the model is highly significant at the 1% level, according to the F test value. Consequently, this specific model can be regarded as valid.



According to the standardized coefficient (Beta), it is indicated that the increase in motivation factors can cause empathy results in the New Khitmee Hair Design & Beauty Salon. Employees likely smile and take to remember people's names.. They give their full attention to individual services, being curious about their need and interests, and offering constructive feedback. The employees are committed to fulfilling customers' needs and willing to listen to their point of view. Moreover, the employees give customers personal attention and communicate in an understandable language for customers. Knowing how to be empathic can help New Khitmee improve communication with customers and create great relationships, making for a positive workplace. These results show that customer and employees of New Khitmee Hair Design & Beauty Salon are good at communication and behavior.

#### **4.3 Analysis of Influencing Service Quality on Customer Satisfaction of New Khitmee Hair Design & Beauty Salon**

In this section, service quality on customer satisfaction is identified by using multiple linear regression analysis. In this study, there are two main variables: service quality and customer satisfaction. In each regression model, tangibles, reliability, responsiveness, assurance, and empathy are used as independent variables, and customer satisfaction is used as the dependent variable. All the data types are consistent with the assumption of multiple linear regression statistics.

According to the results, service quality has a positive effect on customer satisfaction at New Khitmee Hair Design & Beauty Salon. Service quality is correlated with tangibles, reliability, responsiveness, assurance, and empathy. The results of the regression analysis are presented in Table (4.17).

**Table (4.17) Effect of Service Quality on Customer Satisfaction**

| Variable          | Unstandardized Coefficient |            | Standardized Coefficient | t     | Sig. |
|-------------------|----------------------------|------------|--------------------------|-------|------|
|                   | B                          | Std. Error | Beta                     |       |      |
| (Constant)        | .198                       | .162       |                          | 1.224 | .223 |
| Tangible          | .221***                    | .058       | .222                     | 3.801 | .000 |
| Reliability       | .085                       | .068       | .086                     | 1.254 | .212 |
| Responsiveness    | .162***                    | .051       | .197                     | 3.160 | .002 |
| Assurance         | .205***                    | .070       | .211                     | 2.915 | .004 |
| Empathy           | .281***                    | .057       | .305                     | 4.950 | .000 |
| R                 | .907                       |            |                          |       |      |
| R Square          | .822                       |            |                          |       |      |
| Adjusted R Square | .816                       |            |                          |       |      |
| F Value           | 133.168***                 |            |                          |       |      |

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

As presented in Table (4.17), the correlation coefficient (R) stands for the linear relationship between independent and dependent variables. R has a value of 0.907 and is between 0 and 1. Hence, motivation factors and empathy are correlated. R<sup>2</sup> is 0.822 and adjusted R<sup>2</sup> is 0.816. This model explains that the variation of customer satisfaction is predicted by service quality (tangibles, responsiveness, assurance, and empathy) as the value of adjusted R<sup>2</sup> is around 82%. As a result, tangible has a positive effect on customer satisfaction at 1% significant level, responsiveness has a positive effect on customer satisfaction at 5% significant level, assurance has a positive effect on customer satisfaction at 5% significant level, and empathy has a positive effect on customer satisfaction at 1% significant level. The overall significance of the model is highly significant at the 1% level, according to the F test value. Consequently, this specific model can be regarded as valid.

According to the standardized coefficient (Beta), it is indicated that the increase in tangible can cause customer satisfaction results in the New Khitmee Hair Design & Beauty Salon. These results show that clients are satisfied with the services of New Khitmee Hair Design & Beauty Salon. They are fond of the skilled employees as well as the personalities of the employees. The result shows that consumers met their expectations because New Khitmee gives considerable benefits from every beauty

treatment. Customer satisfaction is one of the most important indicators of purchase intentions and customer loyalty. New Khitmee always collect the customer feedback to understand customers' needs and employees know customers need. Employees make ensure customers leave with a great impression. Thus, happy customer will return often and is likely to spend more. Moreover, customers are satisfied with the timely and accurate information provided by this beauty salon. All employees have product knowledge and deliver an equitable service to individual customer with timely and accurate information. As a result, tangible has a positive effect on customer satisfaction. All employees have product knowledge and deliver an equitable service to individual customer with timely and accurate information. Thus, responsiveness has a positive effect on customer satisfaction.

#### 4.4 Analysis of the Effect of Customer Satisfaction on Repurchase Intention

In this section, customer satisfaction on repurchase intention is identified by using multiple linear regression analysis. In this study, there are two variables: customer satisfaction and repurchase intention. The independent variable is customer satisfaction, and the dependent variable is repurchasing intention. All data types are consistent with the assumption of multiple linear regression statistics.

According to the results, customer satisfaction has a positive effect on repurchase intention in New Khitmee Hair Design & Beauty Salon. Repurchase intention is regressed with customer satisfaction. The results of the regression analysis are presented in Table (4.18).

**Table (4.18) The Effect of Customer Satisfaction on Repurchase Intention**

| Variable              | Unstandardized Coefficient |            | Standardized Coefficient | t      | Sig.  |
|-----------------------|----------------------------|------------|--------------------------|--------|-------|
|                       | B                          | Std. Error | Beta                     |        |       |
| (Constant)            | 1.365                      | 0.244      |                          | 5.586  | 0.000 |
| Customer Satisfaction | 0.703***                   | 0.057      | 0.709                    | 12.232 | 0.000 |
| R                     | 0.709                      |            |                          |        |       |
| R Square              | 0.503                      |            |                          |        |       |
| Adjusted R Square     | 0.499                      |            |                          |        |       |
| F Value               | 149.625***                 |            |                          |        |       |

Source: Survey Data (2022)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

As presented in Table (4.18), the correlation coefficient (R) stands for the linear relationship between independent and dependent variables. R has a value of 0.709 and ranges from 0 to 1. Hence, customer satisfaction and repurchase intention are correlated. The  $R^2$  value is 503, and the adjusted  $R^2$  value is 0.499. This model explains that the variation of assurance is predicted by customer satisfaction as the value of adjusted  $R^2$  is around 50%. As a result, customer satisfaction has a positive effect on repurchase intention at a 1% significant level and customer satisfaction has a positive effect on empathy at a 1% significant level. The overall significance of the model is highly significant at the 1% level, according to the F test value. Consequently, this specific model can be regarded as valid. According to the standardized coefficient (Beta), it is indicated that the increase in customer satisfaction can cause repurchase intention in this salon.

According to the findings of the study, the majority of consumers are satisfied with the services provided by skillful employees, prompt and timely service, reasonable pricing, and equitable services. The statements indicate that most of the respondents were strongly influenced by equitable service and perceived price. As a result, they want to visit again and advertise it to their colleagues and families. They also satisfied with their decision to revisit to this beauty salon and they feel that their choice to visit to this beauty salon is a wise one. These mentions are the reasons of why customers consumer satisfaction has positively effects on repurchase intention.

## **CHAPTER 5**

### **CONCLUSION**

Based on the analytical data from previous chapters, this chapter is comprised of three sections. They are findings and discussions, suggestions and recommendations, and the needs for further research for those who are interested in a better understanding of the influencing motivation factors on service quality, customers' satisfaction, and repurchase intention of customers. Additionally, it is concluded with some suggestions to extend this study in the future.

#### **5.1 Findings and Discussions**

This research studies motivation factors, service quality, and repurchase intention towards New Khitmee Hair Design & Beauty Salon in Mandalay. Consumer motivation factors (pull and push) are used to analyze service quality. In addition, purchase intention towards New Khitmee Hair Design & Beauty Salon in Mandalay was also used to find out. Based on the responses of 150 respondents, both descriptive analysis and regression analysis were conducted in this study. Most consumers actively participated by answering structured questionnaires, and all data was evaluated using multiple regression analyses on SPSS software.

It is found that the majority of respondents are females and have a secondary education level. The age group of 21 to 30 years visits New Khitmee Hair Design & Beauty Salon at a higher rate than other age groups. Regarding occupational status, most of the respondents are students, and it is the highest rating for that category. Most respondents earn between 200,000 and 300,000 kyats, according to the monthly income category, and their purchase amount is less than 10,000 kyats.

The two variables of motivation factors, the overall mean value of the pull factor is 4.10 and the overall mean value of the push factor is 4.0. Among the five variables of service quality, the overall mean value of tangibles is 4.08, the overall mean value of reliability is 4.16, the overall mean value of responsiveness is 4.26, the overall mean value of assurance is 4.29, and the overall mean value of empathy is 4.25. In similarity, the overall mean value of customer satisfaction is 4.22 and the overall mean value of repurchase intention of customers is 4.33. In comparison, all variables have nearly the same overall mean score. As a result, the data suggests that this salon focuses on

repurchasing customers in order to attract more visitors, build a strong relationship, and encourage users to use this beauty salon. According to regression results of meaning on motivation factors in New Khitmee Hair Design & Beauty Salon, there is a positive significant effect of meaning on service quality. Another finding of effect on service quality is that there is also a positively significant relationship between the effects of customer satisfaction in this salon. In terms of customer satisfaction, it has a positive effect on repurchase intentions towards New Khitmee Hair Design & Beauty Salon. The results showed that this beauty salon treats every first-time patron as a potential repeat customer and formulates strategies that will help foster return visits. Moreover, this salon investigates what type of "servicescape" will draw customers' attention. Thus, the New Khitmee Hair Design & Beauty Salon can stimulate return visits.

For the first objective, New Khitmee Hair Design & Beauty Salon has two dimensions, which are the pull factor and the push factor, in order to understand whether the motivation factors are influencing the service quality. After analyzing the data, the pull factor and push factor of New Khitmee Hair Design & Beauty Salon are caused by providing service qualities such as tangibles, reliability, responsiveness, assurance, and empathy in order to make customers increase their satisfaction with the salon. To the extent of these benefits, New Khitmee Hair Design & Beauty Salon places a greater emphasis on improving service quality dimensions. Also, the employees of the beauty salon are trained to answer email, telephone, and in-person inquiries informatively and patiently, treating each inquiry as a potential source of business. Furthermore, New Khitmee Hair Design & Beauty Salon provides professionally designed uniforms to the staff and requires them to wear their uniform neatly and tidily at all times. In addition, the leader provides on-going training to the staff to upgrade their knowledge of beauty therapies and service skills. As a result, New Khitmee Hair Design & Beauty Salon can lead to promoting more professionalism and efficiently achieving the organization's goal.

For the second objective, service qualities (tangibles, reliability, responsiveness, assurance, empathy) are positively significant to customer satisfaction. This is proved by the positive tendency of respondents' answers. Thus, as found in this study, service quality can create customer satisfaction for New Khitmee Hair Design & Beauty Salon by providing better service quality. New Khitmee Hair Design & Beauty Salon also believes their service qualities are of greater impact on the company's success. Accordingly, the leader continuously gives extra attention and effort to meet the customer's needs. In addition, the leader hires only professionally trained frontline staff and experienced

managers. Therefore, it can lead to building a relationship with customers to meet their expectations.

For the third objective, customer satisfaction is positively significant to repurchase intention. This is proved by the positive tendency of respondents' answers. It describes the fact that when consumers have satisfaction, there is a high possibility of revisiting. Thus, as found in this study, customer satisfaction can induce repurchase intention towards New Khitmee Hair Design & Beauty Salon by providing better service quality and customer satisfaction. Customers are more likely to revisit New Khitmee Hair Design & Beauty Salon when they need. They would say positive things about New Khitmee Hair Design & Beauty Salon to other people. Therefore, they would encourage friends and relatives to try out the New Khitmee Hair Design & Beauty Salon. They gain great pleasure in receiving personalized treatments while being treated. These factors lead consumers to make revisited decisions.

This study also concludes that motivation factors have positive relationships and are significantly associated with service quality; service quality, in turn, has a positive relationship and is very significant with repurchase intentions towards New Khitmee Hair Design & Beauty Salon in Mandalay.

## **5.2 Suggestions and Recommendations**

Based on the findings from the previous sections, some relevant suggestions and recommendations for the company are provided to stimulate the influencing motivation factors, service quality, customer satisfaction, and repurchase intentions towards New Khitmee Hair Design & Beauty Salon. With increasing global competition in the beauty salon industry, service quality and customer satisfaction play crucial roles for every beauty salon. Customer satisfaction or dissatisfaction is a result of several influencing factors, which lead to achieving an organization's goal.

According to the findings on the effects of motivation factors on service quality, the results highlight that the more important element of motivation factors, among two variables, is the pull factor. Thus, in order to attract more people to the beauty salon, New Khitmee Hair Design & Beauty Salon should build a successful brand name. New Khitmee Hair Design & Beauty Salon should know that brand building is essential for not only the company but also the whole beauty salon industry. Therefore, it is important to know the effect of brand image in order to survive in the highly competitive beauty salon industry in Myanmar. New Khitmee needs to establish a strong connection with

the customer. New Khitmee needs to control the quality of service for building the brand. The salon provides the services such as cutting and coloring the hairs and doing the makeup that design to meet the customers' expectaions. The brand-building process should never stops. The brand should be visible and reflected in all interactions via social media. For example, New Khitmee should put up their brand logo on all the stationery items that and also create jackets/shirts with their brand vision embedded over them.

By improving aspects that lead to customer satisfaction, this salon may also be able to attract a new customer segment which is composed of older age group. Since main customers of New Khimee are young people, the amount of disposable income they can spend is limltd. If New Khitmee manages to attract older generation that have more spending power, it can be a profitable customer segment. In order to do so, New Khitmee may need to figure out the factors that are currently prohibiting that segment. It may be the problem of not being able to come to the beauty salon, concern for health, or the lack of interest in beauty. Thus, New Khitmee must arrange home services, give information about old people should live beautifully and smartly.

Over time many clients will want change and start asking about new trends. They will be looking to the beauty professional, for advice and instruction. If employees do not have the right or enough information for clients, they will look elsewhere which could be very costly for any salon. New Khitmee need not to stop training employees after their first few days or weeks on the job. Need to teach employees that there is always more they can and should be learning about their job, their business, and how to serve customers.

Furthermore, most beauty salon patrons might find it difficult to judge the quality of the treatments they receive because of their limited knowledge of beauty salon treatment techniques. Hence, as long as the beauty is professionally designed and the staff members are serving their customers reasonably well, New Khitmee staffs should not find it too difficult to assist their customers, in particular the female and younger patrons, to endorse the quality of their experience. The model in this study demonstrated statistically that service quality has direct and positive influences on customer satisfaction and repurchase intentions, pointing out the fact that service quality indeed holds the strategic key to the beauty salon's success.

The important implication for customer satisfaction is to improve service quality, which includes including tangibles, reliability, responsiveness, assurance, and empathy. That will lead to high satisfaction, which will consequently raise the brand's reputation.



In such a way, customer satisfaction can be improved by improving service quality, which leads to customer satisfaction and, it makes the firms more competitive in the market. Furthermore, if the improving service quality of New Khitmee Hair Design & Beauty Salon is obvious, the customer will have higher satisfaction with this beauty salon.

New Khitmee Hair Design & Beauty Salon should emphasize the need to apply both service quality to create customer satisfaction and, in turn, improve repurchase intention. Not all satisfied customers become return customers, and New Khitmee Hair Design & Beauty Salon needs to understand what influences repurchase intention so that it can increase its customer retention. In order for New Khitmee Hair Design & Beauty Salon to continue succeed in the market and retain customers, it is important for the business to understand what factors are influencing customer satisfaction and which elements are locking customers into their business. Since the customers can change over time, this beauty salon needs to assess these factors periodically.

### **5.3 Needs for Further Research**

This study mainly focuses on the effect of motivation factors on service quality and service quality on customer satisfaction at New Khitmee Hair Design & Beauty Salon. Some other factors which have an influence on customer satisfaction and repurchase intention of customers in the New Khitmee Beauty Hair Design & Beauty Salon are not included in this research. The main weakness of this study is the research area. This study does not cover motivation factors in other beauty salons. Hence, it would be great if a larger population size were used and if the whole beauty salon industry of Myanmar were included to carry out further studies to gain a better understanding of the influencing factors on customer satisfaction and repurchase intention of customers. Additionally, this study will serve as a foundation for those who are anxious to broaden this subject and do a similar study who are interested in analyzing the whole beauty salon industry of Myanmar. Eventually, a future study with the inclusion of such external variables may find different implications for the beauty salon by improving the repurchase intention of customers. In the future, the study should be conducted in other sectors of business, including the trading sector, healthcare sector, tourism sector, and so on, to find out customer satisfaction and repurchase intention of the organizations.

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## APPENDIX I

### Questionnaire for New Khitmee Beauty Salon's Customers (Mandalay) Yangon University of Economics

#### Master of Business Administration ProgrammeEMBA

**Dear Respondent,**

This questionnaire survey is intended for my research to fulfill MBA degree at Yangon University of Economics (YUE). I am doing research on Service Quality, Customer Satisfaction, and Repurchase Intentions towards New Khitmee Beauty Salon (Mandalay).

Please co-operate by filling the questionnaire, because your genuine, straight and on- time response is vital for the success of this study. Furthermore, the data gathered by this questionnaire is purely for academic purposes and your response will be secured anonymously. Thus, I kindly request you to respond to each item carefully.

Please note that:

1. No need of writing your name.
2. Please fill the answer by putting “√” mark.
3. Please give more attention and return the completed as fast as possible.
4. If you need further explanation, you can contact me on through the address shown below.

YE YE LWIN

Phone : 09 787848949

E-mail: [abnnatthamee@gmail.com](mailto:abnnatthamee@gmail.com)

Thank you in advance, for your kind cooperation.

## **PART A: Demographic information**

Instruction: Please choose the most relevant answer by ticking (✓) only one of the boxes provided for each question.

### **A. Customer's Profile**

1. Gender:

Male  female

2. Age

20 and under  21-30

31-40  41-50

51-60  61 and above

3. Monthly Income:

Ks 200,000 and below  Ks 200,000 – 300,000

Ks 300,000 – 400,000  Ks 400,000 – 500,000

Ks 500,000 and above

4. Marital Status:

Single  Married

5. Education Qualification:

Primary  Secondary

Graduate  Post Graduate Degree

6. Occupation:

- |   |  |
|---|--|
| <input type="checkbox"/> Student          | <input type="checkbox"/> Company Staff |
| <input type="checkbox"/> Government Staff | <input type="checkbox"/> Self Employed |
| <input type="checkbox"/> Business Owner   | <input type="checkbox"/> Others        |

7. Total hours of staying in Beauty Salon:

- |   |  |
|---|--|
| <input type="checkbox"/> Less Than 1 hour | <input type="checkbox"/> 3-4 hours     |
| <input type="checkbox"/> 1-2 hours        | <input type="checkbox"/> 4-5 hours     |
| <input type="checkbox"/> 2-3 hours        | <input type="checkbox"/> Above 5 hours |

8. How many amount do you have purchased/used?

- |   |   |
|---|---|
| <input type="checkbox"/> Less than 10000 ks | <input type="checkbox"/> 40000-50000 ks |
| <input type="checkbox"/> 20000-30000 ks     | <input type="checkbox"/> 50000-60000 ks |
| <input type="checkbox"/> 30000-40000 ks     | <input type="checkbox"/> Above 60000 ks |



## Part B: Pull and Push factors

Instruction: Based on the scale below, please tick (√) the number of your choice

to indicate the extent you agree or disagree with the statement.

(1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree)

### I Pull factor

| No. | Statements   | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1.  | I visited this Beauty Salon because of its relax environment and well-decoration.                      |   |   |   |   |   |
| 2.  | I visited this Beauty Salon because its prices are affordability.                                      |   |   |   |   |   |
| 3.  | I visited this Beauty Salon because its services are provided by professionalism.                      |   |   |   |   |   |
| 4.  | I visited this Beauty Salon because of its brand name.   |   |   |   |   |   |
| 5.  | I visited this Beauty Salon because the appointment time(s) met my schedule and needs.                 |   |   |   |   |   |
| 6.  | I visited this Beauty Salon because it carried my preferred product line(s).                           |   |   |   |   |   |
| 7.  | I visited this Beauty Salon in order to save time from looking for and traveling to an outside Saloon. |   |   |   |   |   |
| 8.  | I visited this Beauty Salon because it offered my preferred treatment(s).                              |   |   |   |   |   |

## II Push Factor

| No. | Statements   | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1.  | I visited this Beauty Salon to reward myself after working hard.           |   |   |   |   |   |
| 2.  | I visited this Beauty Salon for enjoyment of holiday.                      |   |   |   |   |   |
| 3.  | I visited this Beauty Salon for refresh and stress reduction.              |   |   |   |   |   |
| 4.  | I sought a pampering experience by visiting this Beauty Salon.             |   |   |   |   |   |
| 5.  | I visited this Beauty Salon to indulge myself with a luxurious experience. |   |   |   |   |   |
| 6.  | I visited this Beauty Salon to enhance my physical wellbeing.              |   |   |   |   |   |
| 7.  | I visited this Beauty Salon to rejuvenate my appearance.                   |   |   |   |   |   |
| 8.  | I visited this Beauty Salon for therapeutic reasons.                       |   |   |   |   |   |
| 9.  | I desired to be seen fashionable by visiting this Beauty Salon.            |   |   |   |   |   |

## Part C: Service Quality Dimension

(1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree)

### I. Reliability

| No. | Statements  | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1.  | The Beauty Salon employees were professional and skillful.  |   |   |   |   |   |
| 2.  | The Beauty Salon employees provide prompt and timely service to customer.                               |   |   |   |   |   |
| 3.  | The Beauty Salon employees perform their service without any mistake.                                   |   |   |   |   |   |
| 4.  | The Beauty Salon employees were knowledgeable about the Beauty Salon services, treatments and products. |   |   |   |   |   |
| 5.  | The ability of Beauty Salon establishments in completing promised service reliably and precisely.       |   |   |   |   |   |

## II. Assurance

(1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree)

| No. | Statements  | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1.  | The product knowledge and courteousness and their ability to express safe and trust.                      |   |   |   |   |   |
| 2.  | Value-for-money service is delivered.   |   |   |   |   |   |
| 3.  | An equitable service is delivered to individual customer.   |   |   |   |   |   |
| 4.  | Measures were taken by this Beauty Salon to ensure personal physical safety and security of my valuables. |   |   |   |   |   |
| 5.  | I felt safe in my financial transactions with this Beauty Salon.  |   |   |   |   |   |
| 6.  | I could trust the Beauty Salon employees.   |   |   |   |   |   |

## III. Tangibles

(1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree)

| No. | Statements   | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1.  | The physical facilities and the design of this Beauty Salon were sensibly appealing.                     |   |   |   |   |   |
| 2.  | The appearance of the physical facilities was in keeping with the design and theme of this Beauty Salon. |   |   |   |   |   |
| 3.  | Adequate ventilation system is set up.   |   |   |   |   |   |
| 4.  | Adequate facilities are developed for all customers.   |   |   |   |   |   |
| 5.  | The Beauty Salon employees were professionally dressed and appeared neat.                                |   |   |   |   |   |

#### **IV Empathy**

**(1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree)**

| <b>No.</b> | <b>Statements</b>  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|------------|--|----------|----------|----------|----------|----------|
| 1.         | The Beauty Salon employees gave me personal attention.                       |          |          |          |          |          |
| 2.         | The Beauty Salon employees communicate understandable language for customer. |          |          |          |          |          |
| 3.         | The Beauty Salon employees recognized my needs.                              |          |          |          |          |          |
| 4.         | The Beauty Salon employees are willing to listen to my point of view.        |          |          |          |          |          |
| 5.         | The employees were committed to fulfilling my comfort needs.                 |          |          |          |          |          |

#### **V Responsiveness**

**(1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree)**

| <b>No.</b> | <b>Statements</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|------------|---|----------|----------|----------|----------|----------|
| 1.         | The Beauty Salon employees are always ready when I need.  |          |          |          |          |          |
| 2.         | The Beauty Salon employees provided prompt service.   |          |          |          |          |          |
| 3.         | The Beauty Salon staffs are eager to assist customers and offer prompt service provision.                 |          |          |          |          |          |
| 4.         | The Beauty Salon employees demonstrated their willingness to help me.                                     |          |          |          |          |          |
| 5.         | The Beauty Salon employees told me exactly when and what treatment(s) and services(s) would be performed. |          |          |          |          |          |

**Part D: Customer Satisfaction**

(1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree)

| No. | Statements  | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1.  | I satisfy with skill and behavior of New Khitmee Beauty Salon employees.                    |   |   |   |   |   |
| 2.  | I enjoy with perfect working environment and adequate supportive facilities of New Khitmee. |   |   |   |   |   |
| 3.  | I delight with personality of the employees of New Khitmee.                                 |   |   |   |   |   |
| 4.  | I satisfy with timely and accurate information provided by New Khitmee.                     |   |   |   |   |   |
| 5.  | I had a sense of joy and relaxation while being treated.                                    |   |   |   |   |   |
| 6.  | I totally received considerable benefits from the Beauty Salon treatments.                  |   |   |   |   |   |
| 7.  | I received good value regarding Beauty Salon treatments as they met my expectation.         |   |   |   |   |   |
| 8.  | I feel pleasure with promotional price and saving money.                                    |   |   |   |   |   |
| 9.  | Aside from money I saved, I also fulfill my bliss.  |   |   |   |   |   |
| 10. | I feel good receiving personalized treatments while being treated.                          |   |   |   |   |   |

**Part E: Repurchase Intension**

| No. | Statements   | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1.  | I intend to continue taking services from New Khitmee because it makes me satisfied. |   |   |   |   |   |
| 2.  | I visited and take New Khitmee services whenever I need.                             |   |   |   |   |   |
| 3.  | I would like to increase the frequency of visit to this Beauty Salon.                |   |   |   |   |   |
| 4.  | I am more than willing to increase spending for my next visits to this Beauty Salon. |   |   |   |   |   |
| 5.  | I would recommend this Beauty Salon to someone who seeks my advice.                  |   |   |   |   |   |
| 6.  | I would say positive things about this Beauty Salon to other people.                 |   |   |   |   |   |
| 7.  | I would encourage friends and relatives to try out this Beauty Salon.                |   |   |   |   |   |
| 8.  | I consider this Beauty Salon my first choice when I visit a Beauty Salon again.      |   |   |   |   |   |
| 9.  | I plan to visit this Beauty Salon in regular basics.                                 |   |   |   |   |   |
| 10. | I have a strong possibility to visit to this Beauty Salon within the next month.     |   |   |   |   |   |

Thank you very much!!!

**APPENDIX II**  
**STASTICAL OUTPUT**

**Regression Analysis Result for Motivation Factors on Service Quality of  
New Khitmee Hair Design & Beauty Salon**

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | .708 <sup>a</sup> | .501     | .494              | .39486                     | .501              | 73.760   | 2   | 147 | .000          | 1.694         |

a. Predictors: (Constant), Pull Factor Mean, Push Factor Mean

b. Dependent Variable: Tangible Mean

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 23.001         | 2   | 11.500      | 73.760 | .000 <sup>b</sup> |
|       | Residual   | 22.919         | 147 | .156        |        |                   |
|       | Total      | 45.920         | 149 |             |        |                   |

a. Dependent Variable: Tangible Mean

b. Predictors: (Constant), Pull Factor Mean, Push Factor Mean

**Coefficient<sup>a</sup>**

| Model |                  | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | 95.0% Confidence Interval for B |             |
|-------|------------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
|       |                  | B                           | Std. Error | Beta                      |       |      | Lower Bound                     | Upper Bound |
| 1     | (Constant)       | 1.137                       | .246       |                           | 4.628 | .000 | .651                            | 1.622       |
|       | Push Factor Mean | .238                        | .090       | .244                      | 2.639 | .009 | .060                            | .417        |
|       | Pull Factor Mean | .485                        | .090       | .501                      | 5.413 | .000 | .308                            | .663        |

a. Dependent Variable: Tangible

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | .660 <sup>a</sup> | .436     | .428              | .42260                     | .436              | 56.760   | 2   | 147 | .000          | 1.832         |

a. Predictors: (Constant), Pull Factor, Push Factor

b. Dependent Variable: Reliability

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 20.274         | 2   | 10.137      | 56.760 | .000 <sup>b</sup> |
|       | Residual   | 26.253         | 147 | .179        |        |                   |
|       | Total      | 46.527         | 149 |             |        |                   |

a. Dependent Variable: Reliability

b. Predictors: (Constant), Pull Factor, Push Factor



**Coefficient<sup>a</sup>**

| Model       | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | 95.0% Confidence Interval for B |             |
|-------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
|             | B                           | Std. Error | Beta                      |       |      | Lower Bound                     | Upper Bound |
| (Constant)  | 1.407                       | .263       |                           | 5.353 | .000 | .888                            | 1.927       |
| Push Factor | .184                        | .097       | .187                      | 1.900 | .059 | -.007                           | .375        |
| Pull Factor | .492                        | .096       | .504                      | 5.123 | .000 | .302                            | .681        |

a. Dependent Variable: Reliability Mean

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | .663 <sup>a</sup> | .439     | .431              | .50649                     | .439              | 57.528   | 2   | 147 | .000          | 1.608         |

a. Predictors: (Constant), Pull Factor, Push Factor

b. Dependent Variable: Responsiveness

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 29.515         | 2   | 14.758      | 57.528 | .000 <sup>b</sup> |
|       | Residual   | 37.710         | 147 | .257        |        |                   |
|       | Total      | 67.226         | 149 |             |        |                   |

a. Dependent Variable: Responsiveness

b. Predictors: (Constant), Pull Factor, Push Factor

**Coefficient<sup>a</sup>**

| Model |             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | 95.0% Confidence Interval for B |             |
|-------|-------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
|       |             | B                           | Std. Error | Beta                      |       |      | Lower Bound                     | Upper Bound |
| 1     | (Constant)  | .918                        | .315       |                           | 2.913 | .004 | .295                            | 1.540       |
|       | Push Factor | .329                        | .116       | .279                      | 2.844 | .005 | .101                            | .558        |
|       | Pull Factor | .495                        | .115       | .422                      | 4.301 | .000 | .267                            | .722        |

a. Dependent Variable: Responsiveness

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | .771 <sup>a</sup> | .595     | .589              | .36352                     | .595              | 107.976  | 2   | 147 | .000          | 1.762         |

a. Predictors: (Constant), Pull Factor, Push Factor

b. Dependent Variable: Assurance Mean

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 28.537         | 2   | 14.269      | 107.976 | .000 <sup>b</sup> |
|       | Residual   | 19.425         | 147 | .132        |         |                   |
|       | Total      | 47.962         | 149 |             |         |                   |

a. Dependent Variable: Assurance

b. Predictors: (Constant), Pull Factor, Push Factor

**Coefficient<sup>a</sup>**

| Model |             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | 95.0% Confidence Interval for B |             |
|-------|-------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
|       |             | B                           | Std. Error | Beta                      |       |      | Lower Bound                     | Upper Bound |
| 1     | (Constant)  | 1.047                       | .226       |                           | 4.632 | .000 | .600                            | 1.494       |
|       | Push Factor | .181                        | .083       | .182                      | 2.178 | .031 | .017                            | .345        |
|       | Pull Factor | .616                        | .083       | .622                      | 7.457 | .000 | .452                            | .779        |

a. Dependent Variable: Assurance

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | .611 <sup>a</sup> | .373     | .365              | .47892                     | .373              | 43.764   | 2   | 147 | .000          | 1.534         |

a. Predictors: (Constant), Pull Factor, Push Factor

b. Dependent Variable: Empathy

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 20.076         | 2   | 10.038      | 43.764 | .000 <sup>b</sup> |
|       | Residual   | 33.717         | 147 | .229        |        |                   |
|       | Total      | 53.793         | 149 |             |        |                   |

a. Dependent Variable: Empathy

b. Predictors: (Constant), Pull Factor, Push Factor

**Coefficient<sup>a</sup>**

| Model |             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | 95.0% Confidence Interval for B |             |
|-------|-------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
|       |             | B                           | Std. Error | Beta                      |       |      | Lower Bound                     | Upper Bound |
| 1     | (Constant)  | 1.484                       | .298       |                           | 4.980 | .000 | .895                            | 2.072       |
|       | Push Factor | .322                        | .110       | .305                      | 2.936 | .004 | .105                            | .538        |
|       | Pull Factor | .360                        | .109       | .343                      | 3.311 | .001 | .145                            | .575        |

a. Dependent Variable: Empathy

**Regression Analysis Result Service Quality on Customer Satisfaction of  
New Khitmee Beauty Salon**

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | .907 <sup>a</sup> | .822     | .816              | .23714                     | .822              | 133.168  | 5   | 144 | .000          | 1.836         |

a. Predictors: (Constant), Empathy, Tangible, Responsiveness, Reliability, Assurance

b. Dependent Variable: Customer Satisfaction

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 37.444         | 5   | 7.489       | 133.168 | .000 <sup>b</sup> |
|       | Residual   | 8.098          | 144 | .056        |         |                   |
|       | Total      | 45.542         | 149 |             |         |                   |

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Empathy, Tangible, Responsiveness, Reliability, Assurance

**Coefficient<sup>a</sup>**

| Model |                | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | 95.0% Confidence Interval for B |             |
|-------|----------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
|       |                | B                           | Std. Error | Beta                      |       |      | Lower Bound                     | Upper Bound |
| 1     | (Constant)     | .198                        | .162       |                           | 1.224 | .223 | -.122                           | .517        |
|       | Tangible       | .221                        | .058       | .222                      | 3.801 | .000 | .106                            | .336        |
|       | Reliability    | .085                        | .068       | .086                      | 1.254 | .212 | -.049                           | .218        |
|       | Responsiveness | .162                        | .051       | .197                      | 3.160 | .002 | .061                            | .263        |
|       | Assurance      | .205                        | .070       | .211                      | 2.915 | .004 | .066                            | .345        |
|       | Empath         | .281                        | .057       | .305                      | 4.950 | .000 | .169                            | .393        |

a. Dependent Variable: Customer Satisfaction

**Regression Analysis Result Customer Satisfaction on Repurchase Intentions towards New Khitmee Beauty Salon**

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | .709 <sup>a</sup> | .503     | .499              | .38771                     | .503              | 149.625  | 1   | 148 | .000          | 1.928         |

a. Predictors: (Constant), Customer Satisfaction

b. Dependent Variable: Repurchase Intention

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 22.491         | 1   | 22.491      | 149.625 | .000 <sup>b</sup> |
|       | Residual   | 22.247         | 148 | .150        |         |                   |
|       | Total      | 44.738         | 149 |             |         |                   |

a. . Dependent Variable: Repurchase Intention

b. Predictors: (Constant), Customer Satisfaction

**Coefficient<sup>a</sup>**

| Model |              | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | 95.0% Confidence Interval for B |             |
|-------|--------------|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|
|       |              | B                           | Std. Error | Beta                      |        |      | Lower Bound                     | Upper Bound |
| 1     | (Constant)   | 1.365                       | .244       |                           | 5.586  | .000 | .882                            | 1.847       |
|       | Satisfaction | .703                        | .057       | .709                      | 12.232 | .000 | .589                            | .816        |

a. Dependent Variable: Repurchase Intention