

SERVICE MANAGEMENT ANALYSIS AT KING STYLE BARBERSHOP TO IMPROVE CUSTOMER SATISFACTION

Nadya Ernada Nasution¹, Asrindah Nasution², Sri Mulyani³

^{1,2,3} Universitas Dharmawangsa

Email: nasutionnadia23@gmail.com¹, asrindanasution90@dharmawangsa.ac.id²

ABSTRACT

This study aims to analyze service management at King Style Barbershop to improve customer satisfaction. A descriptive qualitative approach was used, with data collection techniques including in-depth interviews, participant observation, and analysis of online review documentation. The study involved eight informants, including the owner, employees, and customers. The results were analyzed based on the five dimensions of SERVQUAL (tangibles, reliability, responsiveness, assurance, and empathy). The findings indicate that King Style Barbershop has successfully implemented good service management, particularly in the areas of tangibles, responsiveness, and assurance. Cleanliness, comfortable premises, and friendly employee interactions are key factors in customer satisfaction. However, there is still variation in service consistency (reliability) between barbers and uneven levels of personalization (empathy), especially when customers are served by different barbers. The implications of this study provide strategic recommendations in the form of developing consultation SOPs, a customer preference recording system, implementing online bookings, and ongoing training to consistently and sustainably improve service standards.

Keywords: Service Management, Consumer Satisfaction, SERVQUAL, Barbershop, King Style.

I. INTRODUCTION

The barbershop industry in Indonesia has experienced rapid growth in recent years. Increasing public awareness, particularly among men, of the importance of appearance and personal care has transformed barbershops into more than just places to get a haircut, but also service providers that offer a unique experience, comfort, and satisfaction for customers. This has led to increasingly fierce competition among barbershops, requiring every business to provide quality service to retain customers and increase competitiveness.

In the service industry, service quality is a key factor in determining customer satisfaction. Good service is not only measured by the haircut, but also by the friendliness of the staff, cleanliness of the premises, comfort of the facilities, punctuality of service, and the barber's ability to understand customer needs. If the service meets or even exceeds customer expectations, satisfaction is created, which can encourage repeat visits and recommendations.

King Style Barbershop is a barbershop in Medan that continuously strives to improve its service quality to meet customer needs and expectations. Various supporting facilities, such as a comfortable waiting area, clean equipment, and skilled barbers, add value to this business. However, several challenges remain in its implementation, such as maintaining consistent service quality across barbershops, providing optimal service even as the number of customers increases, and understanding the varying preferences of each customer.

Based on observations and interviews, the majority of customers were satisfied with the service provided, particularly in terms of cleanliness, comfort, friendliness, and the barbers' ability to provide advice on appropriate hairstyles. However, some customers still received feedback regarding differences in haircut results between different barbers and the need for improved personalized service to repeat customers. This situation indicates that service management still requires ongoing evaluation to ensure consistent service quality.

Based on this description, an analysis of service management at King Style Barbershop is essential. This research aims to identify the implementation of service management, the factors influencing customer satisfaction, and the steps that can be taken to improve service quality to maintain customer satisfaction and loyalty.

II. LITERATURE REVIEW

Service Management

A. Understanding Consumer Satisfaction

Service management is the process of managing activities focused on creating and delivering services to meet customer needs and expectations. Services are intangible, inseparable, variable, and perishable (Kotler & Keller, 2019). According to Tjiptono (2017), Service Management refers to the process of planning, organizing, and controlling resources to provide services that effectively meet customer needs, with the goal of achieving competitive advantage through the integration of people, processes, and technology. In the context of a barbershop like King Style, this management involves multidimensional aspects, including employee management through recruitment and regular training, facility arrangements such as comfortable haircutting chairs and waiting areas, and operational processes that include service scheduling and hair care product inventory management.

Key elements of service management include service quality, which can be measured through SERVQUAL dimensions, such as reliability, responsiveness, assurance, empathy, and tangibles. Research by Lovelock and Patterson (2021) emphasizes that good service management can improve operational efficiency by reducing wasted time and resources, as well as customer satisfaction by creating positive and memorable experiences. In the barbering industry, a key challenge is maintaining service consistency amidst varying consumer demand. Therefore, implementing effective management, such as employee training programs to improve technical and interpersonal skills, and a quality monitoring system through regular customer feedback, is essential to prevent dissatisfaction that can lead to a decline in loyalty and business reputation, while also supporting King Style Babershop's operational continuity and the development of a more adaptive service management model in today's digital era.

Main Objectives of Service Management

The primary goal of service management is not only to achieve operational efficiency but also to create value for customers and the organization. Service management ensures that every service process delivers a positive experience, fostering customer satisfaction and loyalty. In general, these goals include:

1. Increase customer satisfaction through quality service that meets customer expectations.
2. Build customer loyalty, encouraging customers to reuse the same service and provide recommendations to other potential customers (word of mouth).
3. Improve the image and competitiveness of the service organization, as superior service is a competitive advantage.
4. Create operational efficiency, balancing service effectiveness and resource utilization so that the organization can operate sustainably.

According to Grönroos (2007), the success of a service organization is determined by management's ability to design, control, and evaluate the interaction process between service providers and customers (service encounter). This process shapes customer perceptions of service quality and influences satisfaction, loyalty, and organizational image. Grönroos also emphasized that effective service must be able to combine technical quality and functional quality. Thus, the goal of service management is not only to achieve operational standards, but also to build a service system oriented towards customer experience.

Dimensions in Service Management (SERVQUAL Model)

According to (Parasuraman, A.; Zeithaml, V. A.; Berry, 2020), service quality can be measured through five dimensions of SERVQUAL, namely:

5. Tangibles (Physical Evidence) Include the appearance of facilities, equipment, employees, and communication materials.
6. Reliability (Reliability) The ability to provide services as promised and consistently.
7. Responsiveness (Responsiveness) The willingness and readiness of employees to help customers and provide prompt service.
8. Assurance (Assurance) The knowledge, courtesy, and ability of employees to instill a sense of trust and security.
9. Empathy (Empathy) Personal attention and concern for customers.

Strategy in Service Management

According to Lupiyoadi (2018), a service management strategy is a step designed to ensure that every service process provides value to customers and supports organizational sustainability. This strategy serves as a guideline for designing, implementing, and evaluating services to ensure they meet quality standards. Strategies that can be implemented include: Service Process Standardization, to ensure uniform and consistent service.

10. Human Resources (HR) Training, as employee skills and attitudes influence service quality. According to Zeithaml, Bitner, and Gremler (2020), frontline employees play a key role in service success.
11. Improving Physical Facilities (Tangibles), by providing a clean, comfortable environment and adequate facilities (Tjiptono, 2017).
12. Utilizing Technology, to increase service efficiency and facilitate customer access (Lovelock & Wirtz, 2016).
13. Customer Satisfaction Evaluation, as a basis for improving service quality through customer feedback. According to Kotler and Keller (2019), consistent

satisfaction evaluation helps organizations maintain service quality and competitive advantage.

Customer Satisfaction

Customer satisfaction is a central concept in service marketing, indicating the extent to which a customer's expectations for a product or service are met after using it. According to Kotler and Keller (2019), customer satisfaction is the level of satisfaction a person feels after comparing perceived performance with their expectations. According to Oliver (2015), satisfaction is an emotional response to a consumption experience related to fulfilling customer needs, desires, and expectations. Meanwhile, Tjiptono (2017) states that customer satisfaction is the result of an evaluation of the overall service experience, including product quality, service quality, and perceived value. In the context of a barbershop, satisfaction is influenced by the barber's skill, friendliness, cleanliness of the premises, comfort, and the haircut's outcome meeting expectations. According to Zeithaml, Bitner, and Gremler (2020), factors influencing customer satisfaction include service quality, core service quality, price and perceived value, emotional and experiential factors, and customer expectations. Meanwhile, according to Lovelock and Wirtz (2016), consumer satisfaction indicators include satisfaction with service quality, satisfaction with employees, satisfaction with physical facilities, satisfaction with prices, intention to reuse (repurchase intention), and willingness to recommend services to others (word of mouth).

Customer Loyalty Theory

Customer loyalty, according to Customer Loyalty Theory, doesn't develop instantly, but rather through repeated positive experiences with a service. The higher the level of satisfaction a customer experiences, the more likely they are to continue using the service and recommend it to others. Therefore, service companies need to consistently maintain service quality to maintain customer loyalty.

Customer Behavior in Service

Service consumer behavior is also influenced by the experience gained during the service. Positive experiences will increase customer trust and encourage repeat use. Therefore, service providers need to understand customer needs and expectations to provide appropriate service and create a satisfying experience.

Corporate Image and Service Reputation Theory

A good image and reputation are a competitive advantage for service companies. Customers tend to trust and choose service providers with positive reputations because they are perceived to provide quality and consistent service. Therefore, a positive image can contribute to increased customer satisfaction and loyalty.

The Relationship between Service Quality and Consumer Satisfaction

The relationship between service quality and customer satisfaction shows that the better the service quality, the higher the level of customer satisfaction. First,

friendly, professional service that meets customer expectations creates a positive experience. This builds a long-term relationship between the customer and the service provider and increases the likelihood of repeat use.

III. RESEARCH METHODS

Research methods

In this study, a descriptive qualitative approach was chosen because it can provide a comprehensive picture of the service management process implemented at King Style Barbershop. Through this approach, researchers can obtain in-depth information regarding informants' experiences, perceptions, and assessments of the quality of service provided. The data obtained not only describes the conditions that occur but also explains the reasons behind the phenomenon. Furthermore, qualitative research provides researchers with the freedom to interact directly with informants, resulting in more detailed information that aligns with the conditions on the ground. By understanding the various perspectives of managers, employees, and consumers, researchers can obtain a more comprehensive picture of the factors influencing customer satisfaction and efforts to improve service quality at King Style Barbershop.

Data collection technique

According to Sugiyono (2017), data collection techniques are a crucial stage in research because they aim to obtain relevant and high-quality data. The selection of the right data collection technique will significantly impact the research results. The data collection techniques used in this study are as follows:

1. Interviews

Interviews are conducted through questions and answers between the researcher and the informant to obtain in-depth information about the research object.

2. Observations

Observations are conducted by directly observing the research object to obtain a clear picture of the conditions and phenomena being studied.

3. Documentation

Documentation is conducted by collecting various documents, archives, and literature related to the research as supporting data. This version is more concise, remains formal, and is suitable for a thesis without changing the core discussion.

Data Analysis Techniques

Data analysis techniques are ways to simplify data to make it easier to understand and interpret. According to Miles and Huberman (in Sugiyono, 2017), data analysis in qualitative research begins during the data collection process. During interviews, researchers analyze informants' answers and ask follow-up questions until credible data is obtained. The data analysis techniques used in this study include:

4. Data Reduction

Data reduction is the process of summarizing, selecting, and focusing data on

important points, thus making the data more structured and facilitating conclusions.

5. Data Presentation

Data presentation is carried out by systematically organizing research results to ensure the information is easily understood and serves as a basis for drawing conclusions.

6. Conclusion Drawing/Verification

This stage involves formulating preliminary conclusions, which are then verified based on evidence obtained in the field. If the collected data supports the conclusions, the conclusions can be declared valid and reliable.

IV. RESULTS AND DISCUSSION

Based on the presentation of research findings on service management at King Style Barbershop, it can be concluded that the service quality is generally adequate and has received positive feedback from customers. Interviews with the owner, employees, and customers indicate that the barbershop has strived to meet all five dimensions of SERVQUAL. Tangible aspects such as cleanliness, comfort, and equipment were rated very well. Reliability and responsiveness were also strong, demonstrated by the consistency of cuts (especially from regular barbers) and the team's ability to respond to requests and manage queues effectively, for example by providing Wi-Fi and television.

The research also showed that communication between barbers and customers is a key factor in customer satisfaction. Before the haircut, the barbers provide customers with the opportunity to express their wishes and provide suggestions on hairstyles that suit their face shape and needs. This friendly demeanor and good communication make customers feel more comfortable and increase trust in the service provided by King Style Barbershop.

However, researchers also identified several critical points that pose challenges, primarily related to the consistency of service among all employees (assurance) and the level of personal empathy. The main challenge lies in maintaining consistent standards of interaction and interpretation of customer requests when the barbershop is busy or when customers are served by different barbers. This situation results in customer experiences and satisfaction, particularly regarding retention of personal preferences, tending to vary and relying heavily on personal relationships with specific barbers, rather than on guaranteed service standards across all employees.

In addition to the quality of service provided by the barbers, the supporting facilities available at King Style Barbershop also contribute to customer satisfaction. Based on interviews, customers feel more comfortable while waiting in line due to the availability of amenities such as a clean waiting room, Wi-Fi, and television. These facilities provide added value that enhance the customer experience at the barbershop, especially during peak customer periods.

Overall, the research results indicate that the implementation of service management at King Style Barbershop has been effective and has been able to create customer satisfaction. However, efforts are still needed to improve the consistency of service across each barbershop so that all customers receive the same service

experience without relying on a specific barber. By maintaining consistent service quality and continuously addressing customer needs, King Style Barbershop is expected to maintain customer satisfaction and increase long-term customer loyalty.

V. CONCLUSION

Based on the research results and discussions conducted, the following conclusions can be drawn:

1. Service management at King Style Barbershop has generally been well-executed and contributed significantly to increased customer satisfaction. Tangibles (cleanliness, comfort, facilities) and assurance (technical expertise and friendly staff) are key factors shaping positive customer experiences.
2. Customer satisfaction is influenced by service consistency and personal interactions. Customers who have a regular barber tend to be more satisfied due to the emotional bond and understanding of personal preferences. However, variations in service quality still occur when customers are served by different barbers, indicating the need for more equitable process standardization.
3. The SERVQUAL dimensions have been successfully implemented with varying degrees of success. Tangibles and responsiveness were rated very good, while reliability and empathy still require strengthening through a more structured system and ongoing training.
4. Customer feedback, both directly and through online reviews, is an important source for service improvement. Management's responsiveness in handling complaints and adapting services (such as Wi-Fi and TV) demonstrates a commitment to continuous quality improvement.
5. The main challenge lies in maintaining consistency and personalization of service while relying on the individual skills of barbers. This requires integrating the already strong interpersonal approach with a more standardized, data-driven management system.

VI. SUGGESTION

1. The researcher hopes that the results of this study will provide benefits and meaningful contributions to readers, especially students at Dharmawangsa University Medan and other parties involved or related to the topic discussed.
2. For King Style Barbershop, it is recommended to develop standard operating procedures (SOPs) for consultations and quality checks, implement a digital customer preference recording system, adopt online booking, and continue regular training covering soft skills and technology adaptation to improve service consistency, personalization, and efficiency.
3. For future researchers, it is recommended to expand the sample size or conduct comparative research across several barbershops, combine qualitative and quantitative approaches (mixed methods) to statistically measure the influence of SERVQUAL dimensions, and explore more deeply the role of digitalization and local cultural factors in shaping consumer experiences and loyalty in the Indonesian barbershop service industry.
4. For academics, it is recommended to develop further research using mixed methods to quantitatively measure the influence of each SERVQUAL

dimension on consumer loyalty, as well as explore the role of local culture and digitalization in shaping the barbershop service experience in Indonesia.

5. The government or business associations are advised to encourage competency-based service standardization training for barbershop MSMEs to sustainably improve the quality of human resources (HR) and the competitiveness of the local service industry.

REFERENCE

- Anwar, C., & Suryana, A. (2021). The Effect of Service Quality on Consumer Satisfaction in the Barbershop Industry in the City of Bandung. *Journal of Business Management and Entrepreneurship*, 5(2), 112-120.
- Creswell, J. W. (2022). *Research Design : Qualitative, Quantitative, and Mixed Methods Approaches* (6 th).
- Creswell, John W.; Poth, C. N. (2018). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (4th editio). SAGE Publications, Inc.
- Ferdiansyah, R., & Putra, A. D. (2020). Service Capacity Management to Minimize Service Delays in Small and Medium Enterprises. *Scientific Journal of Management and Business*, 6(1), 45-56.
- Grönroos, C. (2007). *Service Management and Marketing: Customer Management in Service Competition* (3rd Editio). John Wiley & Sons, Ltd.
- Hakim, L., & Pratiwi, E. D. (2023). Experiential Marketing and Customer Experience Towards Revisit Intention at Barbershop. *Journal of Economics, Management, and Accounting*, 11(1), 78-92.
- Kotler, Philip; Keller, Kevin Lane; Ancarani, Fabio; Costabile, M. (2019). Kurniawan, D., & Setiawan, A. (2022). Adoption of Online Booking System Technology and Its Impact on Customer Loyalty of Male Grooming Services. *Journal of Information Technology and Computer Science*, 9(2), 345-354.
- Lestari, P. D. (2020). Service Blueprint as a Tool to Improve Service Quality in Service-Based Startups. *Journal of Entrepreneurship and Small Business Management*, 4(1), 23-34.
- Lovelock, C.; Patterson, P. (2021). *service marketing* (8 TH).
- Lupiyoadi, R. (2018). *Service Marketing Management: Competency-Based* (4th Edition). Four.
- Marketing Management* (4th Europe). Pearson Education Limited.
- Miles, M. B.; Huberman, A. M. (1994). *Qualitative data analysis : An expanded sourcebook* (2nd ed.). SAGE Publications.
- Nguyen, T. T.; Nguyen, H. T.; Tran, T. T. (2021). Customer satisfaction in Babershops : A Study in Vietnam. *JOURNAL OF SERVICE MANAGEMENT*, 32(4), 567-589.
- Nugroho, A. (2021). Talent Retention in the Beauty Services Industry: The Role of Work Autonomy and Competency Development. *Journal of Human Resource Management*, 15(2), 210-225.
- Oliver, R. L. (2015). *Satisfaction: A Behavioral Perspective on the Consumer* (2nd Editio). Routledge.
- Pangestu, R., & Wijaya, T. (2019). The Role of Trust and Competence in Building Customer Loyalty for Personal Services. *Journal of Business and*

- Organizational Psychology, 7(3), 155-167.
- Parasuraman, A.; Zeithaml, V. A.; Berry, L. L. (2020). SERVQUAL : A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, 49(4), 41-50.