

UNIVERSITY OF KWAZULU-NATAL

**SERVICE QUALITY AT A SKIN CARE FRANCHISE: A CASE STUDY OF
PLACECOL SKIN CARE CLINICS IN DURBAN, SOUTH AFRICA**

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DECLARATION

I **Reiner Botha** declare that

- (i) The research reported in this dissertation/thesis, except where otherwise indicated, is my original research.
- (ii) This dissertation/thesis has not been submitted for any degree or examination at any other university.
- (iii) This dissertation/thesis does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
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Abstract

The objective of this study is to gain insight on the perceptions and expectations of Placecol skin care clinic clients' and staff on service quality of skin care franchises in Durban. The skin care industry is a private sector that is highly concerned with face to face client interaction. Challenges that Placecol skin care clinic face is, measuring service quality within a skin care franchise is an indicator of whether the franchise clients' is satisfied or dissatisfied with the service offered. The literature review emphasized that the skin care sector, being a sector that is strongly service orientated, would achieve a greater level of trust and confidence in their relationships with their clients' through an attainment of service excellence. An investigation on this service quality perception and expectation in the skin care franchise in Durban would inspire other skin care franchises in South-Africa. The main theories utilized in this study was the SERVQUAL and Gaps model of service quality. Both theories were created by Parasuraman, Zeithaml and Berry (1985: 41). A questionnaire was used by the researcher to capture the data, the questionnaire was based on a five-point Likert scale that is linked to the quality dimensions relating to the skin care franchise. The sampling method utilized in this research study is probability random sampling. All the customers' of Placecol skin care clinic had the same equal chance of being selected in the research study. This resulted in 53 clients and 7 staff members being selected from a population size of 100. Due to the nature and size of the skin care franchise all management and staff were used in the research study. The researcher made use of questionnaires to gather information and the data finding was administered by the researcher. According to Sekaran and Bougie (2010:296) sample size of 60 would be the most accurate examination of clients and staff if the total population is a 100. Data was presented in a form of tables, graphs and figures. Descriptive as well as inferential statistics were used to analyse the data. The research presents relevant recommendations to address these service quality gaps as well as offer short – medium term goals for the skin care sector. The study's findings revealed the statistically significant differences between the expectations and perceptions of the service quality gaps amongst Placecol skin care clients' and staff.

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Chapter 1

Introduction to the study

1.1 Introduction and background

Service quality have become a valuable driver for organisations. Companies in their respective industries should regard the customer as the lifeblood and foundation of the business. With no clients to serve no revenue can be generated which makes expansion in the market very difficult (Grönroos, 2008: 36-44). Making the customer a priority and providing excellent customer service should be imprinted in an organisations culture and provide a basis of a strong strategic business plan. This will provide a good starting point and strong foundation for a growing company in their respective market segment.

Parasuraman (1985; 1988: 41-50) note that good quality service is fundamentally important as this will eventually lead to recurring purchases and brand loyalty. Numerous business that displayed exceptional customer service have maintained and increase an impressive competitive edge in the market segment. This has led to an increase in customer acquisition and maintain a high-level client base. Strategic service quality tools such as the SERVQUAL model have been widely adopted and utilised. Numerous companies are starting to realise the potential of excellent service quality.

The realization of this phenomenon is recognised by companies and they are slowly moving from a product to a more customer centric industry. Business practitioners noticed that satisfying clients' needs may lead to a unique incomparable aspect that competitors would struggle to meet, the result would lead to an increase in brand loyalty. Parasuraman, Zeithaml & Berry (1985:41-50) produced a service quality tool that is represented in a form of a questionnaire, the questionnaire consists of 22 statements that displays five dimensions. These dimensions consist of the following: tangibility, responsiveness, empathy, assurance and reliability. Despite several criticisms, this instrument is one of the most extensively utilized tools in the service industry.

The SERVQUAL model would bring into play all the aspects of formulating new strategic direction and provide innovation in the work environment. A prime example of an industry that needs such an instrument is the skin care industry. These types of businesses are always on the prowl for revolutionary business processes. The SERVQUAL model would be a strategic measurement that would highlight factors that needs attention. Factors such as client service, innovation and potential acquisition and retention strategies.

1.2 Brief history: Placecol skin care clinic

This study is based on respondents in Placecol skin care clinic. In this section a brief history of Placecol skin care clinic will be put forward. Durdana and Zizak (2015:4) found that customer satisfaction and customer loyalty have become a subject of great interest. Making profit or increase margins is a primary goal for any organisation. Exceptional customer service is an integral part of any business. Placecol skin care clinic was established more than 36 years ago. The skin care franchise offers an extensive variety of home skin care products and skin care treatments that is suitable for all skin types. Placecol skin care products is renowned for their value for money and extensive products ranges. The skin care franchise has over the years assisted millions of customers with skin concerns such as premature aging skin and pigmentation, this is regarded as the most common skin condition in South-Africa.

Placecol skin care clinic opened its very first skin care franchise in 2004 in Centurion Gauteng. They specialised in soft laser treatments and only sold three product ranges. Today, the company offers vast array of anti-ageing facial and body treatments. Placecol skin care clinic has over 60 franchises spread over South-Africa and its product is sold by more than 50 different pharmacy outlets nationwide. Fuhr (2014: 265) the owner of SORBET and the author of the book “*Get that feeling*” elaborated and emphasised the importance of service quality. He underlined that a business with unique product offerings should also have exceptional service. Fuhr (2014: 265) continued and stated that clients’ have certain needs and wants. That is regarded as demand, the people that help with satisfying those needs and wants we call that supply.

The company that has mediocre or bad client service will continue to lose business. The true definition of a business is people serving people. Fuhr (2014: 267) elaborated, by placing ones' clients before profit only then will profit follow. A company aspires to build continues growing relationship with customers. "Your customer will always remember their first interaction with your business" (Fuhr, 2014: 260). He continued and stated that "*First Impressions Lasts*". The important factor that he would highlight is the treatment of clients. One should treat ones' customer the same way you would treat yourself. Svensson (2009: 357) elaborated by stating that excellent service will contribute to the strength of interpersonal, intra-organizational, and inter-organizational service encounters.

Bateson and Hoffman (2009:26) continued and pointed out that if a customer is pleased with the service experience, they would convey it to their closet's family and friends. A client experiencing a poor service may express a different opinion. Homburg, Wieseke and Bornermann (2009:43-66) continued and said that a business must identify what the market segment's needs are and pursue it. The organisation must adapt to those desires to accurately satisfy the clients' needs. By doing so the organisations can satisfy the clients' desires and place them in a more beneficial position. Garver (2009:481-500) explained, recent literature draw attention to the importance to ones' clients' needs and wants. Tending to those needs is one of the key objectives in retaining customers.

The focus of this study is to investigating service quality at a skin care franchise in Durban. This chapter will present the background of the study. The findings would provide an in-depth look at the customers' perceived perception, and actual customer service experience.

1.3 Motivation for the study

One major indicator of product differentiation in the market industry is service quality and the measurement of this aspect. Service industries such as skin care franchises, hospitals and universities are prime example that provide wide variety of service for clients' and students alike.

The importance in measuring service quality has become a major strategy and vision for organisations. It provides a significant indication of performance management in these industries, that in turn provides a competitive bench mark for these companies. Al – Jazzazi and Sultan (2014: 691) highlighted and said that one prime component of organizations strategy and vision within an organization is customer service quality and loyalty. The motivation of this study is to identify and provide in-depth insight on how service quality effects clients’ perception before and after the service is rendered. The calibre of this research study is an essential aspect to identify, asses and understand why service delivery is a vital component in an industry and how this can impact client retention and loyalty.

This research study will equip managers and franchise owners with the necessary tools to identify, interpret and take control of service delivery “GAPS”. This study will prove to be of great importance for skin care franchises and academics especial in the field of marketing and entrepreneurship that want to identify what the “GAPS” in the service sector is. The topic at hand has limited research literature, however, by looking into the insight of different franchises and industries in the market one would identify the spending power and lucrative opportunities that service quality has. Franchise owners can implement suitable strategies that will assist the skin care franchises to increase their revenue and sales.

1.4 Research Problem / Statement of the Problem

Scholars at the Central Queensland University have brought to light a clear connection between service quality, customer retention and brand loyalty (Mohammad AlHawari, Tony Ward, Leonce Newby: 2009:455-472). Further studies have been conducted by the franchisee that recognised important challenges that Placecol skin care clinic will face. Parasuraman (1985:41-50) exposed an important concept between the expectation on service delivery and actual service received. Parasuraman (1985:41-50) noted that the client’s perceived perception on the service expected is much higher than the actual service received.

It is essential that this study should be conducted to resolve this problem. Otherwise the dilemma will persist and Placecol skin care clinic will continue to lose valuable customers' resulting in the franchise demise. On the other hand, if the study is conducted this will identify what is lacking in the service quality offered. This will provide essential information that the small business can use to retain its customers' and grow in the future. Research Problem: Measuring service quality within a skin care franchise is an indicator of whether the franchise clients' is satisfied or dissatisfied with the service offered.

1.5 Research questions

The following research questions will be addressed below.

1. What are the different service quality models that can measure the perceive perception and expectations of a skin care franchise?
2. How can the SERVQUAL model identify the service quality "GAPS" in Placecol skin care clinic service deliver?
3. What are clients, staff perceived perceptions and expectations on quality of service offered by Placecol skin care clinic?
4. How can management and staff at Placecol skin care clinic enhance service quality in the skin care franchise?

1.6 Research objectives

1. To identify the different service quality models that apply to skin care franchise in Durban.
2. To apply the SERVQUAL model in establishing service quality "GAPS" in Placecol skin care clinics service delivery.
3. To establish clients, staff perceive perceptions and expectations on the quality of service offered by Placecol skin care clinics.
4. To ascertain if there is any significant difference in service quality between customers' and employees at Placecol skin care clinic.

1.7 Hypothesis:

H1- There is a statistically significant difference in the perception of the service quality dimensions amongst the biographical data variables of Placecol skin care clinic employees.

H2- There is a statistically significant difference in the perception of the service quality dimensions amongst the biographical data variables of Placecol skin care clinic clients.

H3- There is a statistically significant difference in the expectations of the service quality dimensions amongst the biographical data variables of Placecol skin care clinic employees.

H4- There is a statistically significant difference in the expectations of the service quality dimensions amongst the biographical data variables of Placecol skin care clinic clients.

H5- There is a statistically significant difference in the service quality gap scores among different age categories of employees.

H6- There is a statistically significant difference in the service quality gap scores among different age categories of clients.

H7- There is a statistically significant difference in the gap scores between Placecol skin care clinic male and female employee respondents.

H8- There is a statistically significant difference in the gap scores between Placecol skin care clinic male and female client respondents.

1.8 Significance and justification of the study

The role of customer service excellence is a significant part of any business, from private sector to academic departments. Breaching the gap to identify what customers' needs are, identifying the clients' perception on service is of vital importance. Companies regard customer service as the foundation of any business strategy.

The skin care industry is growing industry especially in the last decade. There is no published research to ascertain the exact cause of reduction in clients' in Placecol skin care clinic. Failure to conduct the study may lead to continues reduction in clients. The skin care clinic may in the future continuously experience these weaknesses that will at the end lead to the franchise demise.

1.9 Research Methodology of the study

The researcher used primary and secondary data for this study. Primary data were collected by the researcher using a survey, the clients' and staff at Placecol skin care clinic filled in a self-administer questionnaire. The purpose of the survey assisted the researcher to gather data on the service quality perception of clients' and staff. Placecol skin care franchise situated in Hillcrest, Kwazulu-Natal was the only franchised used in this study.

Review of research literature was utilised to gain an in-depth understanding on the theories and concepts of service quality at a skin care franchise. The literature used in the study included journals, articles, papers, recent text and annual report dated from 2013-2018.

Non-probability sampling, more specifically simple random sampling was used in this research study. The motive for this research methodology was, every participant should have a fair and equal chance of being selected for the study. Additional reasons for selecting non-probability sampling instead of probability sampling is time and cost issues. Furthermore, in the case of the questionnaire it was given to any client and staff willing to complete it.

The total population size was a 100. In terms of sample size 60 questionnaires were completed, seven of the questionnaires staff members and 53 clients' at Placecol skin care clinic. No previous research was conducted on this skin care franchise.

The researcher made use of a questionnaires to uncover the clients' perceptions on service quality. The questionnaire presented a five-point Likert scale, it consists of 1-5 ratio. One representing the assumption that the sample strongly disagree and 5 that the sample strongly agrees. The questionnaire contained 22 statements that customer may choose from.

The researcher made use of face to face administration in the Placecol skin care franchise. Providing the respondent with adequate time and explanations on any concepts that may be ambiguous for the respondents to answer. Windows 10 programme was used to analysis and store the data captured. Both inferential and descriptive statistics was used to analyse the data. The data was presented in graphs, charts and tables to illustrate the results.

1.10 Limitations of the study

The limitation and obstacles of the study is as follows: The study focuses on Placecol skin care clinic and it is only one of many skin care franchises in Durban. That is a limitation in terms of geographical areas that could have been covered. With a wide diversity of different cosmetic franchises, one could receive a much wider view on the subject. Budget and time constraints was a factor that prevent a more in-depth study. The reasoning behind this is purely convenience, as the researcher is based in Hillcrest, KwaZulu – Natal. By using face to face administration will minimize the risk of incorrect and incomplete questionnaires.

1.11 Structure of the study

Chapter 1: Introduction and overview of the study

Chapter one is an introductory chapter. This chapter has capture aspects such as the background and overview of the selected research area. Chapter one focuses on the orientation of the study. It also highlights the demarcation of the aspects that needs attention. This Chapter brings to light a clear picture of the phenomenon that needs to be addressed.

Chapter 2: Literature Review

Chapter two will embody a detailed insight on the literature surrounding customer service along with the SERVQUAL model. This chapter will start with a definition on customer service excellence and the importance of customer service quality. It continues to explain what customers' perceived perception and how these perceptions are influences by the clients' expectation. It will provide an in-depth look into the phenomenon as well as the relationship between service quality and customers' expectation.

This will help the reader to understand the significance of customer service and the contribution to modern businesses. The SERVQUAL model is represented in a diagram format and it highlights the common service quality gaps. Numerous service quality models and different dimensions of the SERVQUAL model will form part of this chapter. Researchers and academics opinion and criticisms of the SERVQUAL model is brought forth providing contrast in different views. Lastly the literature review will highlight the overview of service quality in the skin care industry. Combined with economic trend as well as the necessity of service quality measurements in skin care franchises.

Chapter 3: Research Methodology

Chapter three's framework will be built on chapter two's literature review. Empirical data will be presented and a cross examination of the sample design, target population, reliability and validity

of the different measures will help to assist in evaluating the findings. This chapter depicts the sample size and the targeted population, as well as the research method, questionnaire designed, reliability and validity of the data collection. An insight on how the franchise educate and train their frontline staff with a result on how the staff treat its customers'. Lastly the limitations and ethical considerations of the study will be put forward.

Chapter 4: Analysis and Findings

Descriptive and inferential statistics was used to analyse the data and is represented in chapter four. An in-depth discussion on the arithmetical data is presented using Cronbach alpha model to test the reliability and validity of the information gathered. To analyse the customers' expectation in relation to the clients' perceptions descriptive statistics where used. This allowed the researcher to evaluate the standard deviation of the customers' expectations and perceptions. The Kruskal Wallis test and the Mann Whitney test was the non-parametric tests used. These tests determined the statistically significands between the clients' expectation in relation to their perception.

Chapter 5: Conclusion and Recommendations

Chapter 5 represents the conclusion and recommendation of the research study. The chapter highlights the major findings of the phenomenon and provide recommendations on how to improve service quality. The empirical study would recognise the gaps that exists in customer service, provide data that will answer the research objectives and provide solutions to the relevant research problems. Possible strategies will be brought to light that will identify the service quality gaps. Recommendations are provided that the franchise can use to attain service excellence. Lastly, an emphasis on the orientation towards future research is pointed out followed by the summary of the study.

1.12 Summary

The introductory chapter laid the foundation of service quality through the review of the relevant literature that was highlighted in this study. The background to the study provided insight on the need for this research study. Issues surrounding services excellence and the gaps surrounding it had become extremely pertinent in the skin care franchise. Hence, the problem statement and research objectives were outlined, the justification for the study was presented in this chapter. Chapter one concluded with a summary of the chapters that will follow. Chapter two presents a more extensive few on the literature of the perception of service quality excellence.

Chapter Two

Literature Review

2.1 Introduction

The value of service quality has become a defining factor and the focal point for organisations to compete in the global arena (Al - Hawari: 2015:4). Exceptional service quality has become a war ground, one in which businesses compete to acquire customers', provide excellent products offerings and boost a healthy sales revenue. Chapter two represents an extensive view of the literature from various academics and scholars. Concepts and definitions of customer service, service quality, customer satisfaction and loyalty will be discussed. The SERVQUAL model will also be explored, reviews and debates surrounding it will be highlighted. Chapter two will provide and holistic view on service quality.

2.2 Defining service quality: The concept service quality explained

“Service” and *“quality”* these two concepts have expressed different views and interpretation in modern literature. Coetzee et al. (2013: 4) brought to light that the concept service is regarded as a tangible element, an element that also can be viewed as intangible when it is performed by an individual. Otaibi (2014: 89) elaborated and said that service is a subjective term that relates to a customers' emotional connection to the service experience in relation with his or her personal expectations. Dhurup et al. (2014:588) view *“quality”* as a concept that has internal and an external meaning.

The internal quality relates to the conformance of the design standard. Whereas the external qualities relate to the clients' perceived perception on the concept. In addition, the term *“quality”* seems to have different meanings to various customers' in the service sector. This makes the definition on the concept of *“quality”* much more difficult. A client may not always see how the service is performed and that in turn makes the term quality a subjective process. At first glance the concept *“service”* and *“quality”* seem simplistic in nature. But when looking from a service

industry perspective the picture can become much more complex. Since different meanings are embedded in the term.

2.3 Service quality

Service quality spawned numerous debates due to the meaning of the term, and in turned generated vast amount of meaning due to use of the concept in certain business sectors. Service quality can be described as the customers' expectation and perception before the service commence (Parasuraman et al. 1988:17).

Perception and expectation are two different concepts in this instance. The perception is interpreted as; it occurs before the customers' experience of the actual service. Whereas the expectations are viewed as the clients' desire, wants and needs of the service before it commences (Khan, Tabassum and Kursia 2014: 4).

Jones and Shandiz (2015:5) elaborated and said that service quality has technical and functional qualities and they are the key categories of service quality. Jones and Shandiz (2015:5) explained that the technical quality relied on the outcome of the service rendered. Whereas the functional quality tends to focus more on the service proses, the way the services was delivered.

Narteh (2013:163) and Yarimoglu (2014:81) emphasized that service quality has evolved tremendously over the years and have elaborated that service quality has three dimensional qualities the following are these qualities: 1. Physical quality 2. Interactive quality 3. Corporate quality.

The physical and interactive qualities is the tangible qualities that emerged when there's interaction between the client and service provider. Compared to the corporate qualities that is associated with the presence of the service provider (Khan et al, 2014: 6). Dhurup et al. (2014:

588) continued and highlighted that service quality is a subjective term, as it is associated with the customers' feelings.

It focuses on how the client feels about the service experience and expectation before the service is rendered. Al - Hawari (2015: 43) believes service excellence is connected by the beliefs and attitude towards service quality. Quality can be explained by numerous viewpoints. It is highlighted in the following table.

Table 2.1: The different distinctive views of Service quality

The philosophy approach	The manufacturing-based approach
The user-based approach	The value-based approach

Source: Yarimoglu (2014: 79)

From the above-mentioned table, one can see that the term quality has different viewpoints when looking at the definition. Due to the different opinions of quality this may cause conflict in organizations. Yarimoglu (2014: 79) elaborated and said that the multidimensional, intangible nature of service quality may cause issues when evaluated in an organizational environment. Hence it is believed that service quality can only be assessed or interpreted from the customer perspective. The client is the only one that can be evaluated and concludes if the service exceeded their expectations.

The service quality gaps will reveal itself when the service quality gaps are measured in a business environment. Senior management can take the relevant actions to rectify the levels of service quality insufficiencies. The different stages of consumer expectations and perceptions on service excellence is essential. By focusing and understanding what the customers' perceived feelings and expectations of the service are. When an organization fails to understand the consumers' expectations and perception on service, the company will not adhere to their desired level of service excellence and fail to attain more clients'.

2.4 Service characteristics

Lovelock, Patterson, and Wirtz (2014:5) stated that, most countries have experienced exceptional growth in the service industry. Growth in a country contributes significantly to the GDP which may result in employment creation. Service excellence have become one of the mainstream areas for businesses to focusing on. Payne and McDonald (2012:10) elaborated and said that, a service is an activity that have traces of intangibility and involves some customer interaction.

Unlike physical goods it does not result in the transfer of a tangible product to a customer nor the transfer of property. Conditions may transpire but the provision of the service may or may not be linked with the physical goods. Lamb, Hair and McDaniel, (2014:194) continued and elaborated, service has certain unique features that will distinguish itself from physical goods. The following features will be discussed below.

2.4.1. Intangibility

The most basic characteristic in service is intangibility. A service cannot be seen in some sense nor can it be touched nor smelt in the same aspect as tangibles. Conclusions based on the quality of service would be made by the client, due to the intangibility of a service. The quality would be based in the outlay (place), people, equipment used and other forms of tangible cues. Therefore, marketing the service must translate into converting the intangible service into concrete benefits that would appeal to the consumer (Rama, 2011:9).

2.4.2. Heterogeneity

Heterogeneity would transpire since no two customers are the same. Every customer would have its own unique demand that will result in each service they experience differently. In the end it would be difficult standardize service quality.

2.4.3. Simultaneous Creation and Consumption

Simultaneous Creation and Consumption occurs when the consumption and creation of the service takes place simultaneously. The clients are often present when the service is performed. Therefore, the clients become co-producers of the service.

2.4.4 Perishability

Service is an intangible good, unlike like tangible goods a service cannot be store, keep or resold and cannot be returned. Forecasting demand and capacity utilization makes planning for a service difficult. Due to the inability of a service to be stored may cause challenges for the marketers. They need to put effective strategies in place to recuperate the goodwill of the consumer in the event when something might occur (Zeithaml, Bitner, and Gremler, 2009:22). Verma, 2012:28; Rai (2013:186-187) are only few academic writers that referred to the above mentioned. In addition, Dominic, Goh, Wong, and Chen, (2010:387-594) have exposed the concept that service quality is an important pinnacle when wanting to gain competitive advantage.

2.5 Service Quality and Service Quality Models

Siddique, Karim and Rahman (2011:3) stated that service quality especially quality is an elusive and indistinct construct. This construct is difficult to be measured by researches and more difficult for consumers to articulate. Similarly, Oh (2009:211) argues that the construct is vague and challenging to define. Numerous perspectives brought to light inherent weaknesses when using the term service quality in different ways over time. Therefore, Oh (2009:211) proposed that the definition on service quality best be looked at as a performance only measurement.

Oh (2009:211) elaborated that service quality should be centred on the clients' personal evaluation of the service. Authors (Lindenau-Stockfisch, 2011; Lisch, 2014) concurred and said that they perceive service quality in a similar basis in a subjective manner. Adamson and Polgar (2012:166) continued and said that, service quality is one of the most researched areas in marketing despite its many challenges it faces. The following example illustrates the numerous researches that have

research term service quality extensively, authors such as Parasuraman, Zeithaml and Berry (1985:41-50).

It has been documented by Hu, Kandampully, and Juwaheer (2009:112) who was cite by author such as (Anderson and Zeithaml, 1984; Buzzell and Gale, 1987; Parasuraman et al., 1985; Zeithaml, 2000) whom concurred and said that for a company to survive and pursue competitive advantage in the industry one must look at service quality excellence as the contributory factor in customer satisfaction. As mentioned from the discussion previously, service quality is an interest for many organizations and the appeal to this subject is continuously growing and evolving.

Numerous service quality models came to light when the research phenomenon was studied. These models were developed to cover many different types of service industries. Services ranging from conventional, skin care industries, banking, even web-based services. It is noted that there are at least 19 service quality models that can be used and applied in the service marketing context according to (Merican, Suhaiza, and Fernando (2009:282).

By comparing the service quality models from previously manufacturing industries, some of the models where adapted and used in the service sector. Numerous researchers and academics have studied this phenomenon such as (Verma, 2012:412-414; Xu, Yasinzai, and Lev, 2013; Emel, 2014:79-93). Discussions on the variety of service quality models will follow.

2.6 Service quality models

Due to the complexity of service quality and the literature surrounding this concept vary across industries. In this attempt numerous scholars tried to develop different service quality models (Al-Hawari: 2015: 6) and (Johra, Mohammed and Razzaque: 2015: 10). Khan et al. (2014:115) agreed and outlined that the quality of service differ across the service industry. But the model that has proven to be the most effect and popular to analyse the service industry service quality is the SERVQUAL model.

Coetzee et al. (2013: 7-8) emphasized that the development of service quality can be traced all the way back to Parasuraman et al. (1985:42) who recognized that service quality is more complex to measure compared to actual products due to the intangibility of the construct. Parasuraman et al. (1988:13) created a more successful tool to identify dimensions to evaluate gaps in service industry. These gaps in the service industry are highlighted and evaluated by a statistical model called the SERVQUAL model.

Yarimoglu (2014:89) elaborated and explained that research scholar Parasuraman et al. (1985:44), have studied the service quality dimensions and have recognized different gaps in service quality. These gaps have been presented in a framework in which one can identify and analyze. The table below illustrates the five dimensions of the SERVQUAL model.

Table 2.2 Service quality dimensions

1. Reliability
2. Responsiveness
3. Empathy
4. Assurance
5. Tangibles

Source: Yarimoglu (2014:89)

The SERVQUAL model has 5 dimensions these dimensions may provide potential gaps that can be identified in the service industry (Al – Hawari: 2015:44). Once these gaps are highlighted in the organization only then short, medium and long-term strategies and recommendations can be made. These strategic approaches must be convenient to suit the consumer needs and flexible when change is required. In the last decade the SERVQUAL model has received a lot of criticism yet it is labelled as the most popular and widely used service quality model in the service industry (Yarimoglu: 2014: 86). Like the SERVQUAL model numerous researchers have developed different versions of service quality model, namely:

2.6.1 “Technical and Functional Quality Model” of Grönroos

The Grönroos (1984:36-44) service quality model comprises out of three components: “technical, functional and image”. According to Gummesson and Grönroos (2012:483-484) technical aspect of service quality refers to the results of the service i.e. this is what the customer receives based on his/her interaction with the service industry. The “functional quality” relates to how the client receives the technical quality i.e. the image quality and the processes the aspects is very dynamic and is very important to the service industry. The Grönroos (1984:36-44) model pertains to the technical and functional quality in relation to the marketing issues. Rodrigues (2013:39-60) elaborated and said that the Grönroos (1984:36-44) model is a well-known and significant as it gives emphasis on how the service is conducted.

2.6.2 The “Gaps Model” (SERVQUAL) of Parasuraman, Zeithaml and Berry

The SERVQUAL model also known as “the Gaps Model” is based on a “disconfirmation paradigm”. The vision of this model looks at the difference between the customers’ expectations and the customers’ perceptions of the performance received by the service organization. This model will be discussed more in-depth in the research later.

2.6.3 The “Attribute Service Quality Model” Of Haywood-Farmer

Numerous researchers such as (Rahman, Khan and Haque, 2012; Harmse, 2012; Mwatsika and Khomba, 2013:201) have discussed the “Attribute Service Quality Model” extensively. This model states that service performed by an entity would be deemed as high quality if the customers’ expectations and preferences is constantly met. The model continues to explain that service quality has three attributes they consist of the following: “physical facilities and processes”, “people behaviour” and “professional judgment”. These elements are further divided into too sub-attributes. When extensive emphasis is placed on one of these attributes by the service organization may lead to service quality problems (Seth et al, 2005:913-919).

2.6.4 The Performance Only Model of Service Quality of Cronin and Taylor

The performance only model also referred to as the SERVPERF model provides a clearer image of the perception of service quality. The argument surrounding this model is based on the support of the service quality model performance only of the service, and not on the performance expectations as was the case of the SERVQUAL model. Test found that there are “support on the theoretical superiority of the SERVPERF scale” (Cronin and Taylor, 1992:64). Numerous academics found that the SERVPERF model more superior to the SERVQUAL in some areas (Smith and CAB International, 2010; Kajjan, Dorloff, and Bedini, 2012; Ehrmann, 2013; Rai, 2013).

2.6.5 The “Ideal Value Model of Service Quality” of Mattsson

Mattsson (1992:18) argued and said that a more value-based approach to service quality is needed. The model is based on the result of the clients’ satisfaction after the service. The model tries to match the clients’ service experience to an ideal standard. It is claimed that during the service experience when trying to match the service to an ideal standard a negative cognitive bias occurs. This in turn has a massive negative effect on the customer satisfaction. Subsequently Mattsson (1992:18) argues that more emphasis should be placed on the cognitive procedures that a customer use to from perception on service quality.

2.6.6 The “Evaluated Performance and Normed-Quality Model” of Service Quality of Teas

The Evaluated performance and normed quality model of service quality distinguishes the different points of expectation i.e. the variance between different expectation of an ideal service quality (Wickramasinghe, 2013:79-91). By comparing the Normed-Quality model to the SERVQUAL model, the Normed-Quality model which is based on the gap between the performances of a service in relation to the ideal amount of a feature. The SERVQUAL is based on the customers’ expectations compared to the performance of the service (Remenyi, 2007:155-164).

2.6.7 The “Internal Service Quality Model” of Frost and Kumar

The “Internal Service Quality Model” of Frost and Kumar investigates service quality within the internal environment of advertising. Frost and Kumar (2000:358) model was created from the SERVQUAL model of Parasuraman et al. (1985) that focused on the service quality within a large service provider. The SERVQUAL also known as the GAP model assessed the internal customers’ and suppliers combined with frontline staff and supportive staff respectively.

The study involved dependent and independent variables. The dependent variables were the internal service quality and the independent variable was the SERVQUAL dimensions which consist of Tangibles, Responsiveness, Reliability, Assurance and Empathy. Consequently, the end results show that clients’ perception and expectation play an integral role in recognizing the level of perception on service quality (Frost and Kumar, 2000:358).

2.6.8 The “Retail Service Quality and Perceived Value Model” of Sweeney, Soutar and Johnson

Sweeney, Soutar and Johnson (1997:39) developed the retail service quality and perceived value model. This model examined the service quality in two key attributes, value and willingness to purchase. Essentially there are two models. Value examines the quality the customer receives from the service provided compared to what the clients’ essentially pays for (value of money). The first model is based on the functional and technical service quality that has an impact on the perception of product quality and price and the value there of. Model two displays the perception of functional service quality that is affected by the willingness and readiness to buy (Sweeney, Soutar and Johnson, 1997:39). Table 2.3 represents a summary of several service quality model as discussed above.

Table 2.3: Service Quality Models Summarized

Service Quality Model	Authors	Service Quality Model Measuring Attributes
Technical and Functional Quality Model	Grönroos (1984)	Grönroos model make use of Technical, Functional and Images.
The “Gaps Model” (SERVQUAL)	Parasuraman et al. (1985)	Parasuraman “GAPS model” consist of five dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy.
Attribute Service Quality Model	Haywood-Farmer (1988)	Haywood-Farmer model consists of three attributes: physical facilities and processes, people behaviour and professional judgment.
The Performance Only Model of Service Quality (SERVPERF)	Cronin and Taylor (1992)	Based on the same dimensions as Grönroos SERVQUAL model. But differs in a sense it considers perceptions instead of expectations.
Ideal Value Model of Service Quality	Mattsson (1992)	Mattsson based his model on Service experience that one compared to an ideal standard.
Evaluated Performance and Normed-Quality Model	Teas (1993)	Teas Service quality model assesses the variance between the service performance of the service and the number of features.
Internal Service Quality Model	Frost and Kumar (2000)	Frost and Kumar model is based on SERVQUAL model and uses its five dimensions to evaluate internal service quality with employees.
Retail Service Quality and Perceived Value Model	Sweeney et al. (1997)	Sweeney model on Service quality is affected by value and willingness to buy.

Source: Adapted from Seth et al. (2005;22)

It is noted given the numerous literatures on service quality models. The most popular service quality models most widely utilised and brought to light in the literature the last decade was the Grönroos, SERVQUAL and SERVPERF model. The findings are based in the below table 2.4

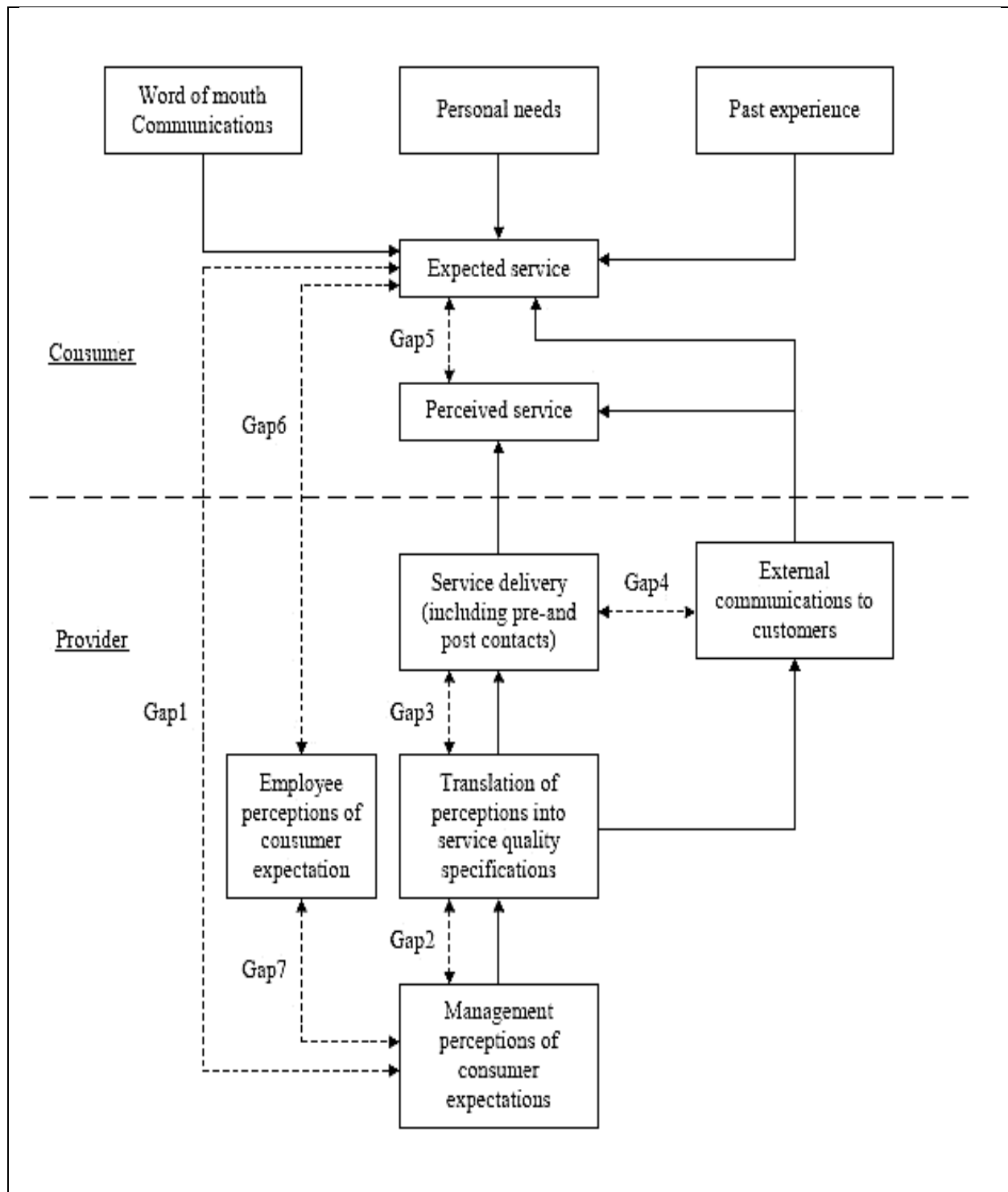
Table 2.4 Representation of the most prevalent service quality models

Authors	Authors supporting the model
Grönroos (1984) Technical and Functional Quality Model	Kardaras and Karakostas (2012:6)
Parasuraman et al. (1985) The "GAPS" / SERVQUAL model	Verma (2012:413); Dornfeld and Linke (2012:50), Pergamon Flexible Learning, and Elearn Limited (2009:89); Scupola (2013), Eid (2013); Sarin (2013:408);
Cronin and Taylor (1992) The SERVPERF / The Performance Only Model of Service Quality	Rodrigues (2012); Rai (2013:213); Xu et al. (2013:248); Etō (2015:153); Wickramasinghe (2013:348).

Source: The Author.

2.7 SERVQUAL Model explained

Figure 2.1: The Service quality “GAPS Model”



Source: Parasuraman, Zeithaml and Berry (1985:42)

Parasuraman et al. (1985:46) formally introduced the SERVQUAL model as the “GAPS model”. The “GAPS model” is a tool that is utilised by numerous industries to evaluate and measure customer satisfaction in the service industry. This includes the clients’ expectations before the service is rendered and compares it to the customers’ post service perception. The result would be a summary of the clients’ satisfaction (Al – Hawari, 2015:44).

Zeithaml et al. (2009:362) continued and elaborated that the “GAPS” or SERVQUAL model consists of five domains of service quality. These domains depict 22 items, attributes of variables that is measured on a scale. The attributes or domains are Reliability, Responsiveness Assurance, Empathy and Tangibles. The SERVQUAL model also uses questionnaires these questionnaires are divided in two main sections. One is used to measure the expectations of the service quality. The other is used to measure the perceptions of the service quality on a Likert scale. Each of these two sections consist of 22-items.

Reliability refers to the aspect that the service was delivered as promised. Responsiveness relates to the prompt attention and effectiveness that the service industry provides the customer. Assurance relates to the service organisation to instil trust and confidence in the organisation in the mind of the client. Empathy pertains to the individual attention that the service industry provides the customer. Tangibles is the physical aspect of the organization such as the staff, buildings equipment.

2.8 The Five SERVQUAL dimensions explained

The service quality models have evolved over the last decade and academics have modified, develop and identified more measurements on how to evaluate service quality in the service industry. Khan et al. (2014:2) concurred and states that service excellence have become an important aspect in the industry. More and more competition in the economic market have allow business to re-asses their service quality strategy. Using different strategic models as a tool to attain a competitive advantage in the industry. Service excellence have been identified as an

immense influencing factor on customer retention, commitment as well as client satisfaction. The SERVQUAL dimension is further defined as follows:

- 2.8.1 Reliability:** According to the United States customers', reliability is an element of great importance in the SERVQUAL dimension. It relates to the clients' perception on valuable service quality and it refers to a business delivering on its promises (Jones and Shandiz: 2015: 52). Coetzee et al. (2013:10) agreed and elaborated that emphasis should be placed on reliability, it is the ability of an industry to deliver on their service as promised in an accurate manner.

- 2.8.2 Responsiveness:** In the SERVQUAL model responsiveness is regarded as the highest rated and ranking dimension. Responsiveness refers to the quick response and willingness of an organisation to assist a customers' needs (Khan et al, 2014:113).

- 2.8.3 Assurance:** According to Durdana and Zizak (2015: 12-13) assurance is more essential to organisation that is associated with high risk such as the retail banks.

- 2.8.4 Empathy:** Is a dimension in which an organisation personalised their services. With empathy the customers' may feel unique and special when their needs are understood and met (Coetzee et al, 2013: 10).

- 2.8.5 Tangibles:** This include the image, building, equipment the staff all these aspects are view as the corporate image of the company. It is used to enhance the corporate image of the industries and promote high quality to the consumer (Mokhlis, Rosufila, Hasan and Yaakop, 2014: 362).

The dimensions that was discussed form part of the SERVQUAL model these are the conventional tools that provides common characteristics of the service quality model. These are essential attributes to measure the service efficiency of a service industry.

Parasuraman et al. (1985:41-50) The "GAPS" / SERVQUAL model looks at service in a cohesive manner. An in-depth discussion of the "GAPS model" will follow:

2.9 Service quality Gaps model

When referring to the "Customer Gap" one would look at the service the customer expects compared to the actual service the customer receives. An expectation is referred to as standards or reference points. Whereas the perception is based on what the clients thinks he/she would receive.

Highlighted from the above discussion customer satisfaction is of great significance in a competitive environment. Understanding one's clients would lead to satisfying the customers' needs and in turn provide exceptional customer service.

The "Customer Gaps" provide results on the clients' expectations compared to actual service he /she receives from the organisation. The result may end up as a positive gap, negative gap or no gap. A troubling concern would be a negative gap. This means that the clients' expectation exceeded his/her perception of the service received (Zeithaml et al, 2009:32-33).

Parasuraman et al. (1985:44-46) formulated SERVQUAL model that identified five gaps in the model. Khan et al. (2014:113) elaborated and said that the structure provides five gaps that would be discuss as follows:

- 2.9.1 Gap One:** Also known as the information gap it refers to the customers' expectation in relation to their management's perception.
- 2.9.2 Gap two:** Is referred to as the standards gap it is the management's perception on service quality as well as clients' expectations and service quality specifications.
- 2.9.3 Gap three:** Is concerned with the service that is provided by the franchise. This gap stipulates the quality of actual service rendered.
- 2.9.4 Gap four:** The external communications gap. It is concerned with the actual service delivery combined with interaction with the consumer in the service.
- 2.9.5 Gap Five:** Refers to the performance gap, the customers' expected service vs the actual service.

2.10 Critiques of the SERVQUAL Model

The SERVQUAL model came under intense criticism and scrutiny from scholars even though it is branded as the most popular tool in measuring service quality. Al – Hawari (2015:44) elaborated and said that the main reason why it has been criticised is since the model uses expectations and perceptions as a “gap”. In addition, the SERVQUAL model involves the expectations and actual perception of customers' these are two forms of administration that may lead to confusion and boredom for the clients'.

One aspect of the SERVQUAL model that raised even more concern is the 5 dimensions that is labelled as non-universal. Okoe, Adjei and Osarenkhoe (2013:85) brought to light that the SERVQUAL model is frowned upon since it didn't incorporate customers' influence on corporate reputation. Even though it has been scrutinised by most researchers, it's still widely regarded as very popular tool to measuring service quality (Okoe et al and Narteh, 2013: 84-156).

The beauty industry is a good example of a service industry that is characterised by a flood of customers' as well as flexible product development strategies. A synopsis of the beauty industry will highlight the changing dynamics of the organisations. This will bring fourth the significands of this model to this industry.

2.11 The Customer expectations and perceptions of service quality

A business that strives to obtain and retaining a competitive edge is obsessed with providing excellent service efficiency. Companies are aware of customers' expectations on service sufficiency but continuously strive to exceed the daunting task in pleasing every client (Kayeser, Mohammed and Razzaque: 2014: 588). Service quality model is essential to measure certain gaps in the industry. By outlining the negative areas, the organisation can develop improvements within the company. Jones and Shandiz (2015: 5) highlighted and said that the concept of service quality is the comparison of expected and perceived service experience in a service organisation.

In the service quality literature, the term "expectation" is perceived differently. The term expectation in the literature refers to as the customers' desires. The desires are a mere guess that the customer makes when the service is received. In a service quality context, the meaning of the words expectations and perceptions produces a variety of meanings and definitions. A thorough analysis on the dimensions of the SERVQUAL model will bring to light the significates and benefits of these two concepts.

2.12 Customer satisfaction concept

The concept of customer satisfaction is regarded as a strategic issue that numerous researchers have acknowledge and brought to light as element of great significance (McColl-Kennedy, 2015:15-42); (Kärnä, 2014:15-42); (Hao et al, 2015:15-42). By looking at the origins of customer satisfaction one should explore the following developments: Richard N. Cardozo (1965:244) was initially the person who introduced the concept of customer satisfaction.

Richard N. Cardozo (1965:244) highlighted, for an organisation to have repeat purchases and customer satisfaction a company should focus on satisfying the clients' needs and wants. Woodside, Frey, and Daly (1989:5-17) concurred and continued, customer satisfaction was the main element that affect consumer behaviour. Fornell (1992:6) asserted and explained that customer satisfaction is one of the main pinnacles of consumer behaviour this would lead to repeat purchases and would increase the revenue of an organisation.

Tu, Wang, and Chang (2012:25) supported this theory and added that it isn't always the satisfied customers' that would return for repeat purchase. Even thou a client my experience an unsatisfactory moment with an organisation some may return to test the waters again. Despite many attempts to define customer satisfaction no consensus on the term have been reached.

Rau (2015:81) agrees and said that customer satisfaction is a difficult to explicitly define. Churchill and Surprenant (1982:491) stated that, the concept of customer satisfaction only became separate topic in the 1970s. Amy Ostrom and Dawn Iacobucci (1995:17-28) adopted a slightly different view by proposing that customer satisfaction points out to different customer experiences pertaining to client expectation and their perceptions.

This theory is supported by Homburg and Giering (2001:43-66) and elaborated that numerous theories concurs that customers satisfaction hinge on the confirmation/disconfirmation of client experiences. Kotler (2010:270) stated that the expectation confirmation theory would explore the pre-purchases client expectation compared to the post-purchase perception. By looking at these concepts one would better understand customer satisfaction.

2.13 Skin care and cosmetics trend in South-Africa (GDP) growth.

The cosmetics industry has experienced a compounded annual growth rate of 4.6% in the last two years. The net worth of the industry, which compromises of the manufacturing of cosmetic, personal care and perfumes, have grown to a staggering of R27.35bn at retail level and R19bn at

manufacturing level. In relation to this exceptional growth the formal cosmetics sector, which consists of approximately 250 companies' that employees more than 60,000 people. In 2016 South-Africa have exported skin care and cosmetics products to the value of R7.84bn to different parts of the world. Compared to the figures from 2013 this is an increase of nearly 35%. The skin care and cosmetics sector are categorised in different sections from beauty products to skin care products, make-up, toiletries and perfumes.

The biggest sector currently is the make-up, skin care and nail sector they have increase their exports by a staggering 45%. By comparing the Rand value from 2013-2016 one can see that there is massive growth trend. In 2013 the export value of skin care and toiletries products stood at R2.3bn and in 2016 to a staggering R3.37bn. Countries that remains South-Africa main trading partner is the SADC (South African Development Community). (www.prnewswire.com/news-releases/the-cosmetics-industry-in-south-africa-2017: Accessed 1 March 2018). This report focussed on local cosmetics and skin care franchises which continues to dominate larger international industries such as Revlon. The study was conducted by REPORTLINKER on 72 industries, including the skin care cosmetics and toiletries giant Unilever.

2.14 Demings-14-point program of service quality on skin care clinic

The philosophy of Deming's 14-point program is based on the belief that, if clients' is delighted with the service received, they well become loyal customers of the organization. According to Cartwright (2000:50), Deming's 14-point program identified the following attributes of service quality. These attributes can be used to identify and improve of service quality aspects in the skin care industry.

2.14.1 The purpose of constancy

Service quality, like customer relations is a behaviour or way of thinking. Fitzsimmons and Fitzsimmons (2008:154) highlighted, that constancy of purpose refers to the improvement of product and service. In all field of business innovation should be imbedded. At Placecol skin care

clinic the use of innovative technology and new treatment processes can assist in improving service efficiency.

2.14.2 Build a new philosophy

Point number two builds on point number one, if service quality is a behaviour, the skin care franchise should build a philosophy that will not tolerate anything less than the best. The industry should adopt a new philosophy towards service quality. Poor service delivery and work delays should not be condoned. The re-organisation of Placecol skin care clinic structure has resulted in a more supportive structure that eradicates work delays and insufficient service delivery.

2.14.3 Eliminating mass inspections

By eliminating mass inspections will save time and cost. Inspection comes too late and is very costly. If quality is inspected by someone else, then the person involve will be responsible for the quality aspect. Therefore, quality should be the responsibility of every employee involved. This is more applicable to the manufacturing industries and cannot be applied to skin care industry.

2.14.4 Supplier trustworthiness

Quality involves everybody even the suppliers, the skin care franchise purchases their products at certain suppliers and these products is sold to clients'. Bad quality products have a detrimental effect on business and will lose trustworthiness with customers'. The number of venders should be reduced, and high-quality suppliers should receive long-term contracts. Skin care franchises should apply these principles to reward suppliers that provide high quality products to the cosmetic industry.

2.14.5 Continues improvement

Deming make the point that an organisation should constantly improve on its products and service systems. The organisation should motivate staff to search for problems in the system and provide action how to improve on these tasks. Waste should be reduced both in front and back treatment

rooms. Wasteful usage of products should be eliminated. Skin care franchise should give training on how much products to use on clients’.

2.14.6 Training

A Skin care franchises commitment to service quality needs to provide training to employees to ensure that their skills and knowledge is up to date. The cost of training should never be wasted this can ensure that staff meet and exceeds expectations. Processes can be put in place to track the employees progress on training.

2.14.7 Leadership

Deming identified managers as people that assist in implementing necessary tools and techniques to assist staff in their work. The primary role of supervisor and manager is to help organisation workforce to produce high quality standard. Quality is an aspect that need to be transfused through an organization from a top-down and bottom-up approach. An environment should be created where employees take responsibility for their own quality issues. These principles can be adapted by any skin care franchise, if the organisation wants to improve in the way they want to conduct their service delivery.

2.14.8 Eliminating fear

Fear is not conducive in providing a service that delights the client. An anxious employee will never be motivated to go the extra mile or develop new treatments to improve service. The skin care franchise should encourage staff to communicate and express their ideas to management and not fear ramification when doing so.

2.14.9 Breaking down the barriers

Organizational barriers should be broken down to prevent a non-quality culture from passing through the ranks. By involving all employees in the skin care franchise provides each person the opportunity to share ownership of quality issues. Managers should encourage problem solving meeting to improve quality control circles. For quality service to permeate through the skin care

franchise barriers needs to be taken dawn between management and staff, teamwork is essential to provide high levels of service quality.

2.14.10 Eradicate sloganizing

Deming believed that slogans add little to no value in the value chain for staff and could only lead to harmful frustration. Slogans, goals and enticing staff to increase productivity should be eliminated. Deming believes that such catchphrases may cause workers to resentment since most of the necessary changes is out of the control of the work force. This does not apply to the skin care industry.

2.14.11 Removing quantity standards

Point 11 is one of Deming most controversial factors. Deming believed that quantity should be removed from the equation as being the prime factor, everyone should work towers his or her quality capacity. By removing quantity one can focus more on quality. The quantity percentage of an item produced do not motivate employees if the quality is of poor standard. This principle cannot be adapted in a skin care franchise.

2.14.12 Pride of workmanship

Employees that care about their occupation is a result of pride that comes from within. Important factor that Deming highlighted is feedback on quality of work. The quality of work produce would reflect since staff members feels part of an organization when receiving feedback from management. When employees feel that they are valued then quality of work would pervade. In a skin care franchise giving constructive positive feedback is essential when rating staff performance. This will give the employee the right tools to improve in areas that needs enhancement.

2.14.13 Self-improvement

Self-improvement institute vigorous program on practical as well as theoretical training. Due to new technological advancements staff members need continues training. In a skin care franchise continuous training is imperative in-service quality and personal growth. It strengthens the institution and the commitment to better service delivery.

2.14.14 Mindset change is everybody's responsibility

From management to operational staff to the cleaners everyone has a role to play in the quality proses i.e. an untidy treatment room my lead to accident, an unprofessional telephone call may lead to an annoyed client that leads to a lost sale. Service quality is everyone responsibility this gives rise to enhance employee quality of customer care. Even if some of the staff member don't get the opportunity to deal with customers everybody is forms part of the value chain.

2.15 Summary

Chapter two covered the theoretical concepts which included Service Quality, Customer Satisfaction and the different service quality models that incorporated the SERVQUAL model. It is important to highlight that there are several service quality models. However, SERVPERF, SERVQUAL and Grönroos model is the most essential and it is brought to light and proven in the literature. The concept of customer satisfaction is discussed in the chapter two. Based on the overall review of the results one can note that customer satisfaction is an overall measurement and not based on one construct.

One model that was continuously elaborated on was the SERVQUAL model. This model allowed us to measure clients' expectation and perception by using five dimensions and 22 intangible factors. A thorough analysis of the customers' in Placecol skin care industry will allow the skin care sector fully to identify the expectation as well as perception in the industry. This also will highlight "gaps" in the service industry that should be addressed. It would be beneficial for Placecol skin care clinic and other skin care industry's' that may have encounter similar problems.

By looking at the expectation and perception in the skin care industry will assists the companies to compete in a competitive environment. Which would also lead to continues relationship building. Having this information will allow the franchise to create effective retention and acquisition strategies that will lead to a growth in the sector. The following chapter will have an in-depth discussion on the research methods used to conduct the study. Chapter three will highlight the research techniques and will test the reliability and validity of the research methodology.

Chapter 3

Research Methodology

3.1 Introduction

The research design is the most critical component in any research process. It outlines and explains various components in the design procedure. Mechanisms such as sample design, the data collection method and research approach among others is discussed in this chapter. The utilisation of these important instrument will provide accurate, valid and reliable data. After which the interpretation of this data findings will follow. The dimensions that impact service quality is critical and should be measured in the most precise way, so that it reveals the expectation and perception of Placecol skin care clinic customers'. Furthermore, the questionnaire will provide dimensions that should be properly measured using the most accurate research methodological tests. Each research objective and research hypotheses combined with data analysis will be explained. In addition, both statistics and inferential statistics will also be discussed in-depth.

3.2 The sampling frame and target population

3.2.1 Target Population

According to Hair, Wolfinbarger, Ortinau and Bush (2008:129) target population is defined as the individuals who form part of the research study. The individuals are also known as the unit and can be classified as subjects of interest, groups and events. Appa and Mathirajan (2006:282) suggested that a target population consist of four measures: elements, sampling units, extent and time. Element is the subject that the researcher needs information on. Sampling unit refers to the subject accessible to the research. Extent refers to the area, location where the study would take place. Time refers to the period in which the research took place. These aspects are reflected below:

- Element: Placecol skin care clinics customers'.
- Sampling Unit: Before and after each treatment within skin care franchise.
- Extent: Skin care franchise in Durban.
- Time: Between November 2017 to January 2018.

In this study, the targeted population consist of Placol skin care clinic customers'. The clients are locals that visits skin care franchise on a regular basis, the company is situated in Hillcrest, Durban, KwaZulu-Natal. The targeted population is working class mature male and female adults who are employed or self-employed that source their own income. Students, scholars and first-time customers will visit the skin care franchise on a regular basis. Due to the size of the skin care franchise the study is conducted on most of the franchise clients. According to Placecol skin care clinic the customer head count obtained from Head-start (Placecol skin care clinic client base program). November 2017 – January 2018 had seen a surge of clients' and assisted 312 customers. The skin care franchise had 7 employees, four of which consisted out management staff and 3 operational staff.

3.2.2 Sampling method

The sampling method utilized in this research study is probability random sampling. All the customers' of Placecol skin care clinic had the same equal chance of being selected in the research study. This resulted in 53 clients and 7 staff members being selected from a population size of 100. Due to the nature and size of the skin care franchise all management and staff where used in the research study. The researcher made use of questionnaires to gather information and the data finding was administer by the researcher. The result that emanated from the questionnaires can be applied to the whole skin care franchise.

Lamb, Hair, and McDaniel (2013:329) acknowledge and identified two broad sampling methods, these two board sampling methods is referred to as probability and non-probability sampling. In probability sampling each member of a group has the same equal probability of being selected. Probability sampling is scientific in its nature and it is deemed as being better representative of the population from which they are drawn. Compared to non-probability sampling, this method cannot be statistically determined, and the members of the population selected is not known. In non-probability sampling the member also has no intention of being a representative of a sample in the research study (Lamb, Hair, and McDaniel, 2013:329).

Probability sampling has certain methods that is used to gather information, these methods consists of simple random sampling, stratified sampling, cluster sampling, and systematic random sampling. In relation to probability non- probability sampling include judgmental sampling, convenience sampling, quota sampling, and snowball sampling. Probability and non-probability sampling and numerous other sampling techniques are extensively discussed in the literature by various authors such (Lamb et al, 2013:329); (Maxfield and Babbie, 2015:222); (Nestor and Schutt, 2015); (Dixon, Singleton, and Straits, 2015).

3.2.3 Sample size

The total sample size for this study consist of 60 participants from a population size of 100 clients. The researcher selected two sample categories from Placecol skin care clinic namely clients' and staff. Sample one included 53 clients' from Placecol skin care clinic. Sample two included total number of 7 participants, 4 management staff and 3 operational staff members. According to Sekaran and Bougie (2010:296) sample size table for a population size of a 100, the sample size 60 would necessary to conduct a more accurate examination of the clients' and staff in the skin care franchise.

The selection criteria for clients came on a "*first come first serve*" basis. The first 53 customers' that received a skin treatment at Placecol skin care clinic filled in a questionnaire after being assisted by skin care therapist. Due to the nature and size of the small business all management and staff where selected for this study. This eliminate any form discrimination in the selection proses. For this study 60 questionnaires in total were collected. Respondents were selected on the primary objective of the research investigation which is to understand and examine the expectation and perceptions of skin care franchise clients' and staff in Durban.

The limited research surrounding this topic granted the researcher the opportunity to choose Placecol skin care clinic clients' and staff as a way in better understanding the expectation and perception of service quality. The respondents' questionnaires were administered and is integrated in the discussed chapter, this provide valuable insight for future recommendations for the study.

3.3 Research design and methods

3.3.1 Description and purpose

The questionnaire followed the flow and outlay of the SERVQUAL model as designed by Parasuraman et al. (1985:47). The questionnaire had five dimensions (reliability, assurance, responsiveness, empathy and tangibility) with 22 statements and is separated into two parts, namely perceptions and expectations. The questionnaire had a five-point Likert scale with closed – ended questions.

The main objective of the SERVQUAL model is to examine the perceptions and expectation of service quality of different industry in a skin care franchise. The respondents had the option of selecting different answers that was based on a 5-point Likert scale. The Likert scale typically consists out of the following: a scale from 1 – 5 (1 illustrated that the respondent “strongly disagree” and 5 the respondent “strongly agrees”)

3.3.2 Data collection instrument

Self-completion questionnaires can either be managed in a supervisory or unsupervised environment (Lewis-Beck et al, 2004:1012), in this study the researcher was present, and the questionnaires was administered in a supervised setting. Since this is a self-completion questionnaire, it is essential that the questions be clear, and the instructions be easy to follow. This means little to no open-ended questions was used, this is to reduce respondent fatigue when completing extensive questionnaires (Bryman, 2012:233). A total of 100 clients were identified at the skin care franchise.

The sample size consisted of 60 customers’. A Total of 60 questionnaires was answered. Three of the questionnaires were null and void because they were filled out incorrectly. These questionnaires were reprinted, the concept was explained extensively, and all three questionnaires was filled out in an acceptable manner. The researcher agreed that the response rate was acceptable due to the fact it was 100%. For this study the SERVQUAL questionnaire for service quality was used. A Discussion of each of the sections in the questionnaire follows:

- **Section A** – Contained biographical data that represented the respondents’ respective gender, age and year of study. These questions numbered 1 – 5, this required the individual to identify and select the number that was best applicable to them.
- **Section B** – Measure the importance of service quality as emphasized by the clients. It presents a 22-item based statement that the respondent can choose from. These 22 statements were built on a 5-point likers scale ranging from 1 – 5. If the respondent strongly disagree they would select 1 and when they strongly agree they would select 5. The questionnaire was segregated into five dimensions that form part of the SERVQUAL model, namely 1. reliability, 2. assurance, 3. responsiveness, 4. empathy and 5. tangibility. Section B represented the respondents’ expectations in a form of a questionnaire. The idea behind this section is to identify what the customers’ expectation is on service quality.
- **Section C** – Presented a 22-item statement that the respondents could choose from. These 22 item-based statements had Likert scale ranging from 1 – 5. If the respondent strongly disagree they would select 1 and when they strongly agree they would select 5. The 22-item statement was divided into five dimensions of the SEVQUAL model as mentioned above. Section C main concern was based on the perceptions of the respondents. This section provided insight on what the respondents believe the skin care franchise should provide them.

Tan and Kek (2004: 23) elaborated and said that the SERVQUAL model need to be used instead of the SERVPERF model. The SERVQUAL model is the more preferred choice in higher education institutions since it includes service quality expectations of the respondents. It also asses the “GAP” scores allowing for a more complete interpretation of the results. In relation to the SERVPERF model, this model only presents the performance scores the expectation is not included. The questionnaires were distributed before or after each skin care treatment. Each of the respondents where provided the same questionnaire and were allocated the same amount of time to complete the questionnaire.

3.4 Pretesting and validation

In research methodology the term authentication of measures or good measures is a concept that should not any way or form be overlooked. To enhance the accuracy and scientific quality of the research results one should select a tool that can be properly utilised in the research design. In a bid to produce accurate results the researcher should make sure that the instrument that will be used to measure the variables will do so accurately. Sekaran (2003: 203) brought to light that, for the measurements to be accurate it is vital that two activities should be completed. Firstly, an item examination of the results on the response on the questionnaire is performed. Secondly the reliability and validity of the measures are established.

3.4.1 Item analysis

Sekaran (2003: 203) brought to light that the goal for an item analysis to be performed is to see if the items in the instruments belong there or not. Item analysis in research methodology involves testing the items of a high score group and low score group through the t values test. If the results show that items have a high t – value it is included in the instrument. From there a reliability and validity test of the instruments is established.

3.4.2 Reliability

The reliability of a result relates to an item in an instrument that is steady and is free from any bias. An indicator of strong stability is the ability of a measurement to remain the unchanged over time despite the uncontrollable conditions (Cooper and Schindler, 2010: 293).

3.4.3 Internal Consistency of Measures

For the respondents to attach the same overall meaning to each of the items an internal consistency of measures is used to indicate the independence of an item being measured. The split half reliability test and the inter item consistency reliability test is used to primarily examine the research internal consistency measurements. Bonnet and Wright (2015:3) elaborated and said that the Cronbach Alpha test should be utilized, this is the commonly used for multi-point scale items used to test the inter item consistency of reliability. As mentioned above the higher the coefficient,

the more effective the measuring instrument. Bonnet and Wright (2015:3) continued and said that the Cronbach Alpha Reliability is the sum/average of Q measurements where the Q measurements may signify Q rates or even questionnaire/test items. In layman's terms, the theory is that when measuring multiple questionnaires, the Cronbach Alpha is used to determine the internal consistency reliability. The Cronbach Alpha test is also used to determine the quality of service and the economic efficiency of dimensions. Bonnet and Wright (2015:3) outline that best way in utilizing the Cronbach Alpha test is when the coefficient is internal and when the item that is used in the research instrument is standard. Bonnet and Wright (2015:3) elaborated, a reliability coefficient of 0.5 and less is regarded as unacceptable. When the Cronbach Alpha test for a study falls between 0.5-0.6 is regarded as significant, when the test measures above 0.7 then it is regarded as good. In this study the Cronbach's Alpha for the overall clients' and staff expectations was 0.944, this is a representation of a good internal reliability of the measuring instrument. Furthermore, the Cronbach's Alpha test also revealed that the overall staff perception was 0.922 and the overall clients' perception were 0.966. This is a representation of a good significant level of internal reliability of the measuring instrument.

3.4.4 Validity

Yona and Inanga (2014:49) highlighted and said that the main purpose of a validity test is to see if the phenomenon studied has a legitimate cause and effect relationships. These validity test can come in different forms such as content validity, criterion related validity and construct validity. In content validity measures the item that is strongly represented in the study. The methods that is used is judgement and evaluation from a panel.

Criterion related validity measures items in a form of predictions to see if the aspects that is gather can be easily captured by predictions, by using correlation method. Construct validity uses a combination of theory and instrumental methods to measure the validity. The methods consist of judgment, correlation, factor analysis, multivariate. In this study hypothesis testing (assessing the correlation of relationships) will be used and will make use of non-parametric statistics.

3.4.5 Non-Parametric test: Kruskal – Wallis Test

Keller and Gaciu (2014: 45) stated that a non-parametric test provides an outline to the researcher to see whether the populations location is different or remain the same. The non-parametric test that they refer to is The Kruskal – Wallis test.

This non-parametric test is applied to a specific strategical problem that consists of the following characteristics:

- The main purpose of the problem is comparing two or more populations
- The information is not considered normal but rather interval or ordinal.
- The samples are renowned to be independent.

Numerous components can influence the Kruskal – Wallis test when calculating it, the value that influences this test is also referred to as H. Keller and Gaciu (2014: 45) elaborated and said that the test statistics will be generally large if the small value of H supports the null hypothesis in relation to the large difference in the rank sums. The Kruskal – Wallis test was used in the analysis of research data since the normality test showed the overall score for the expectation and perception were not normally distributed.

An assessment of two or more population had been conducted to identify if there are statistically significant differences between the population being assessed together with the service quality gaps. The Kruskal – Wallis test was used to examine the gap analysis with regards to two populations such as gender, age, level of education, years employed, and skin treatments conducted.

The Kruskal – Wallis test was used to calculate and illustrate the population differences in service quality dimensions. The outcome showed that the gender and age had no statically significant differences ($p>0.05$) in the service quality dimensions.

3.4.6 Non – Parametric test: Mann – Whitney Test

Zikmund (2000: 501) recognized the Mann – Whitney test as the most effective tool to test the distinction between groups when the populations are not normally distributed. This instrument can also be used to test samples of a population that presumes that they have equal inconsistencies.

The Mann – Whitney Test was used to test the gap in the participant gender in chapter four. The result revealed that there was no significant difference. The Mann – Whitney test was utilized in this instance because the population was not normally distributed and not equal in variability.

3.5 Analysis of the data

The data in this research study will be analysed through the following statistics:

3.5.1 Descriptive statistics: Struwig and Stead (2001: 158) stated that descriptive statistics provides summaries of the data that has been analysed. Descriptive statistics is connected to central tendencies, the central tendencies have three main measures namely: The mean, median and mode. For this research study, the mean will be the focus point. The following is a definition of the term mean.

3.5.2 Mean: Sekaran and Bougie (2010: 316) defined the mean as one of the measurements of central tendency that is known for providing the average of a set of outcomes. On the other hand, Hair et al. (2008: 246) highlighted that if extreme values are incorporated in the final distribution of data the mean can be de misrepresented.

In addition to the mean, there are three measures of dispersions they consist of the range, variance and standard deviation. In this research study the most effective tool of dispersion would be standard deviation. Standard deviation will be used to measure the variation of the subject responses.

3.5.3 Standard deviation: Keller (2012:162) outline that standard deviation is the positive square root of a variance. Sekaran and Bougie (2010:318) concurred and elaborated that standard deviation is one of the measurements of desperation, it is also known as the square root of the variance depicted in the data.

3.5.4 Non-parametric statistics: The Mann – Whitney and Kruskal – Wallis test is the non-parametric test that will be used in this research study.

3.6 Ethical concerns

Blumberg, Cooper and Schindler (2008: 154) states that ethical concerns play a major role in any type of research investigation. It is the responsibilities of all parties involved to show ethical behaviour as it is required in research and in any other business field. Furthermore, ethics refers to the means in which research is conducted without harming any elements involved in the study. Cant *et al.* (2003: 11) concurs and elaborates, researchers have ethical obligation towards the participants involved to treatment them and the information they provide with respect. Therefore, the participant should not be deceived, should be informed and put at ease that the data would be held confidential, participants should be willing to participate and comfortable conducting the study.

The researcher main priority is to safeguard the participants form any exposure of confidential information that would in the proses harm the integrity of self-esteem of the respondents. The registrar office at UKZN granted an ethical clearance letter that was received for this research study. Furthermore, the questionnaire that was handed to the clients' contained a cover letter stating the purpose of the study as well as the ethical integrity of this study. Moreover, UKZN will keep the research study in the universities premises for the period of five years as highlighted in the ethical clearance proposal. Discloser of all ethical approval was revealed to the respondents and they were free to participate or withdraw from this research study.

3.7 Summary

Chapter three research methodology is an integral part in the research design and is essential in the evaluation and analysis of data. Accurate and effective data capturing, and analysis can only be performed if the correct statistical techniques, sampling design and size are used to interpret the findings. Chapter three provided an outline and in-depth explanation of the guidelines to properly analyse the data. Chapter four represents all the relevant research data gathered from the questionnaires that was completed by the employees and clients’.

Chapter 4

Analysis and Discussion of Results

4.1 Introduction

Chapter four provides the result obtained in this study. The outcome of the study is presented and explained using descriptive and inferential statistics. Furthermore, previous research literature will be included to compare the relationship of the findings. This study is the result of Placecols skin care clinics need to identify whether they are effectively meeting customers' expectations in the skin care industry. Since the Placecol brand is now a part of the national market place and literature suggests that companies, which offer superior service quality, grow twice as fast as average companies Cook (2000:1), it is imperative that Placecol skin care clinic finds ways to meet or exceed customer expectations in order to maintain a competitive advantage. This chapter will present the results on customers as well as employees' perception and expectation on excellent customer service.

Chapter four will outline the presentation and discussion of the results combined with the demographical variables of the study. Descriptive statistics was used to illustrate the data collected in a bar charts and pie charts. Zikmund (2000: 367) elaborates and added that descriptive statistics is used to summarise data, data concerning a sample of the population. Struwig and Stead (2001: 158) concur and elaborated that this concept provides summaries of the information gathered. The notion behind this concept is to deliver and overall, coherent picture of a large amount of raw data. The second part of the study will highlight inferential statistics. Expectations, perception and 'GAP' scores in relation to quality variables (tangibles; responsiveness; reliability; assurance; and empathy) for clients' and employees will be addressed accordingly. Suitable statistical test will be used on the data emanating from this study. Important patterns and relationships may be identified by rigorous data analysis and presentation of the results. In conclusion, the four main research objectives mentioned in the previous chapters will be discussed. These objects will be explained in-depth and supported by the finding of the data collected.

4.2 Presentation and discussion of results

A total of 60 questionnaires was completed from a population size of a 100, 7 was filled in by management and staff, the remaining 53 was completed by Placecol skin care clinic clients. The Cronbach's Alpha test showed that the data was very reliable, and the results showed a value of 0.966. The questionnaire used in this study consisted of 22 items (statements) which comprises of two main sections. One main section form part of the expectation and the other the perception, this section also has 22 items or statements. In total the entire questionnaires consist of 44 items (statements).

Yona and Inanga (2014:49), stated that, the Cronbach's Alpha score should be > 0.5 to depend on the variables that is used to measure excellent client service. We have confidence in relaying on the results due to the fact the table below outlines that the reliability score is 0.966. The data obtained in this research study was both ordinal and nominal in form. Data collected was analysed in two parts.

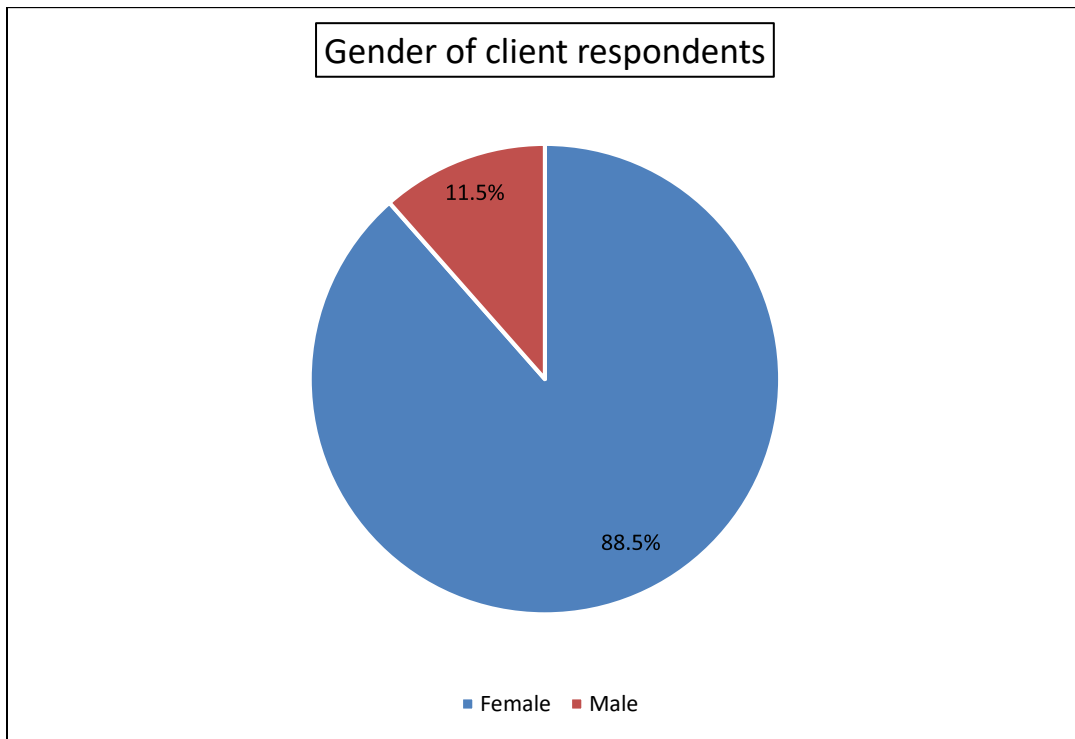
The first part of the research study will discuss the biographical data in form of pie and bar charts, the study would provide data on how gender, age, qualification, years receiving treatments, and type of skin care treatment received by clients, would have an impact on clients perceive perception and expectation on customer service. In relation the study will also bring to light how Placecol skin care clinic staff perceive perception and expectation on customer service by looking at gender, age, qualification, years staff is employed, and department within the staff is working.

The second part of the research study would provide an in-depth discussion on the hypothesis. Results would be illustrated in in graphical format and the results and implications of the study would be discussed and elaborated on support by literature from previous chapter.

Chapter 4 would conclude with an in-depth discussion on the four objectives brought forward in chapter one and the impact this study has on the results.

a) **Gender:** The figure 4.1 below illustrates the gender groups of the client respondents. Figure 4.1 reveal that 88.5% of the respondents where female followed by 11.5% of the respondents being male.

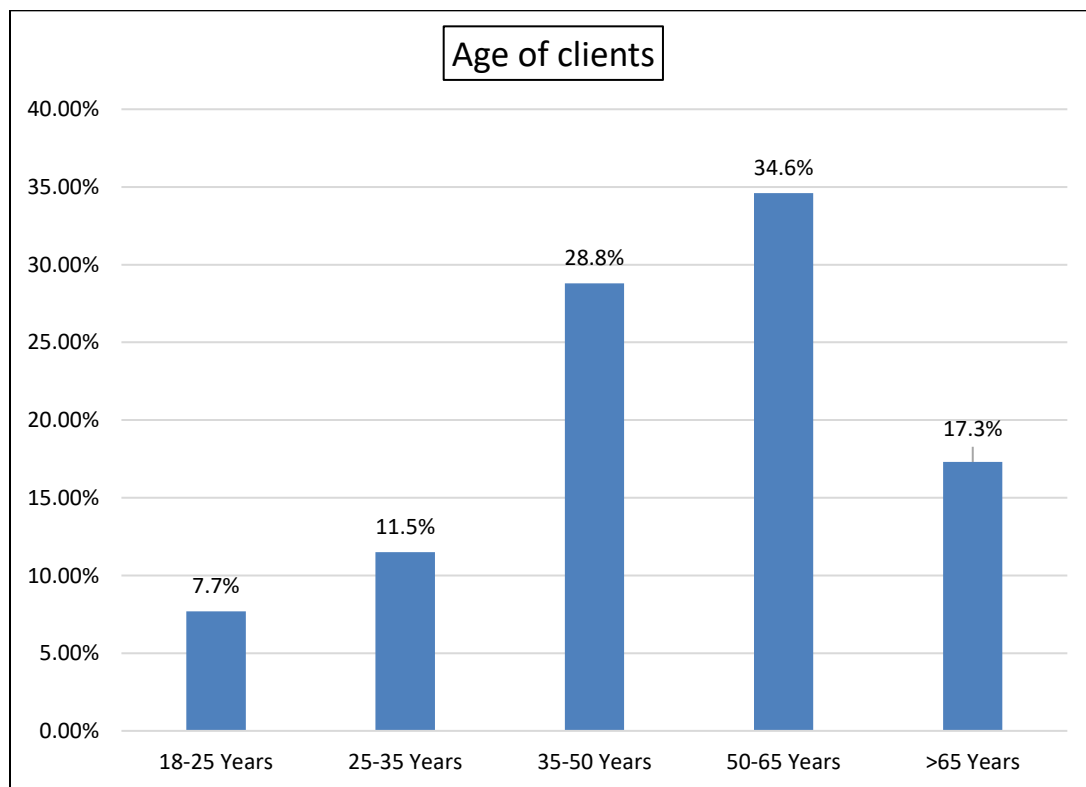
Figure 4.1 Gender of client respondents



b) Age: The figure 4.2 below illustrates the age groups of the client respondents.

Figure 4.2 revealed that most of the respondents (34.6%) were in the age category of 50 - 65 years. This was followed by client respondents in the age category 35 – 50 years (28.8%), > 65 years (17.3%), 25 – 35 years (11.5%), 18 – 35 years (7.7%). Most of the sample revealed that more than 80% fell in the age group 35 – 65 years (80.70 %). The remaining 11.5% are between 25 – 35 years followed by 7.7 % that fall in the category < 18 years.

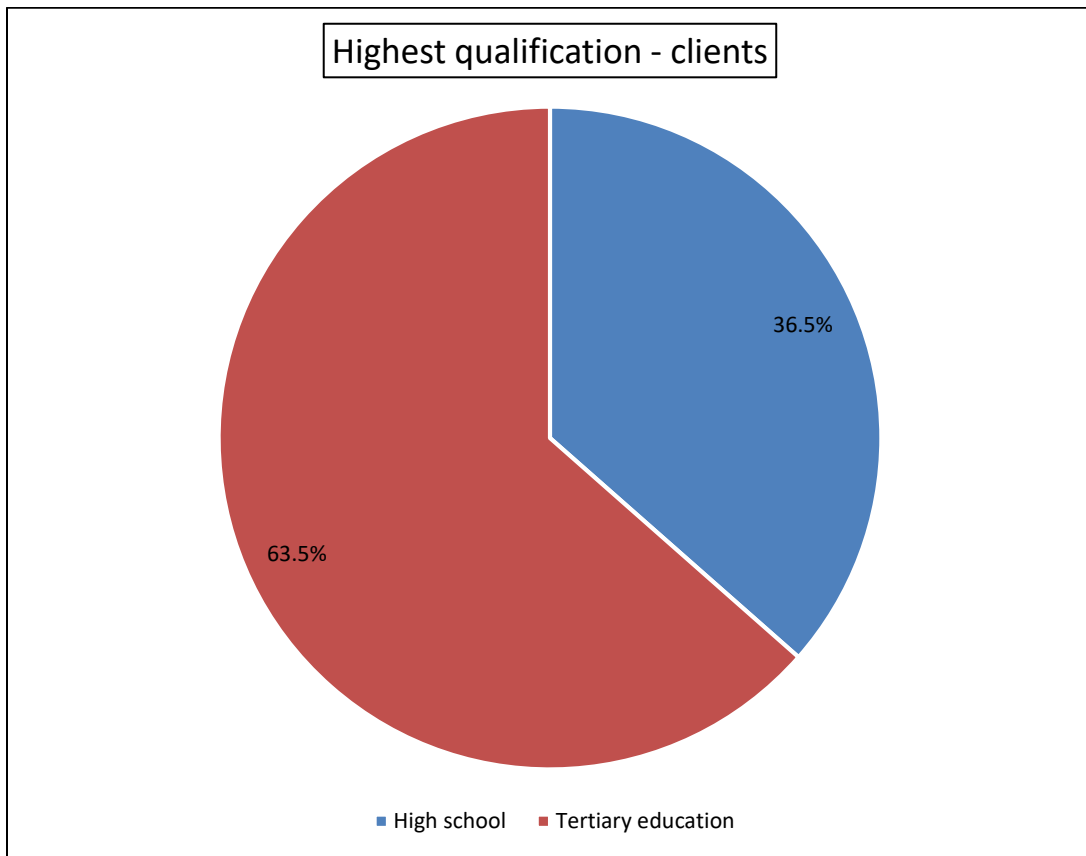
Figure 4.2 Age of clients



c) **Highest Qualification:** The figure 4.3 below illustrates the highest qualifications of the client respondents.

Figure 4.3 revealed that most clients' respondents (63.5%) had tertiary qualifications, followed by 36.5% who had high school certificate.

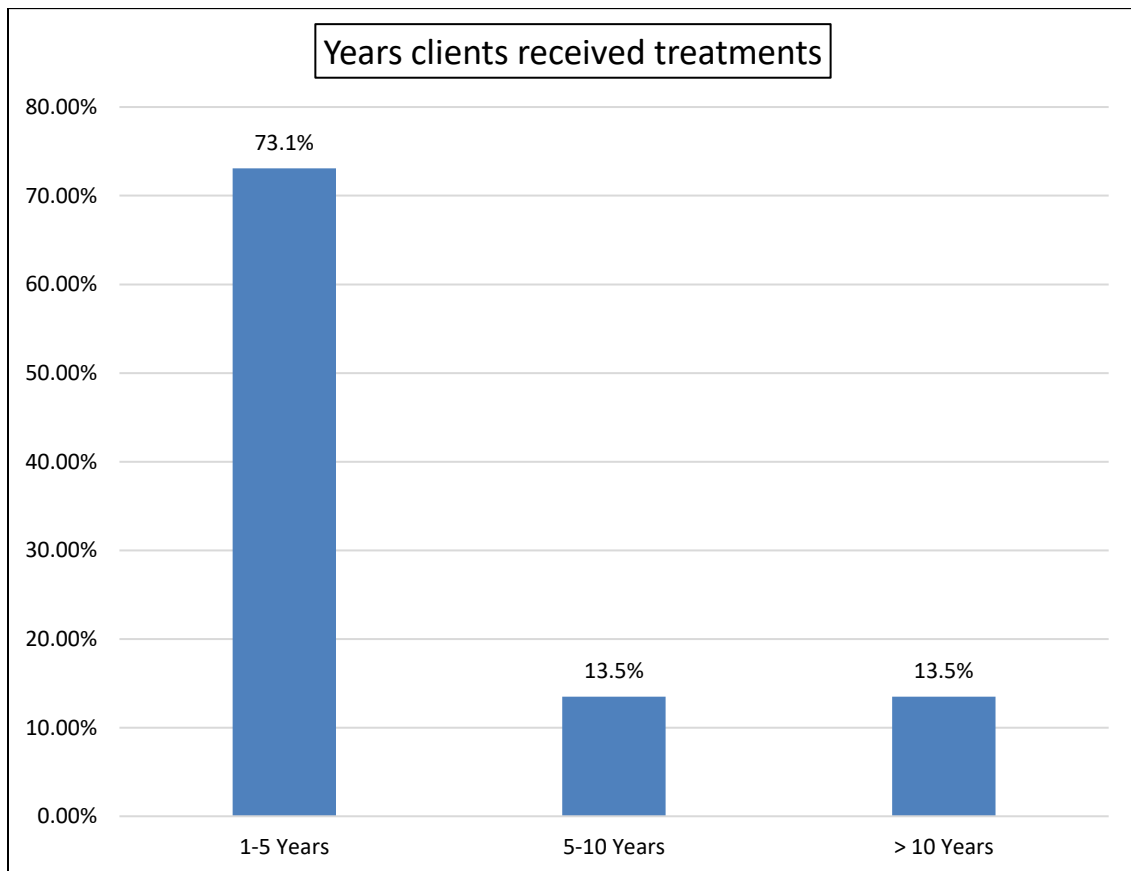
Figure 4.3 Highest qualifications of client respondents



d) **Years clients' received treatments:** The figure 4.4 below illustrates the number of years clients' received treatments.

Figure 4.4 revealed that most of the client respondents (73.1%) received skin treatments between 1 – 5 years. Followed by clients' respondents that received skin care treatment 5 – 10 years (13.5%), > 10years (13.5%). The figures revealed that the majority (86.60%) received skin care treatments between 1 – 10 years, followed by > 10 years (13.5%).

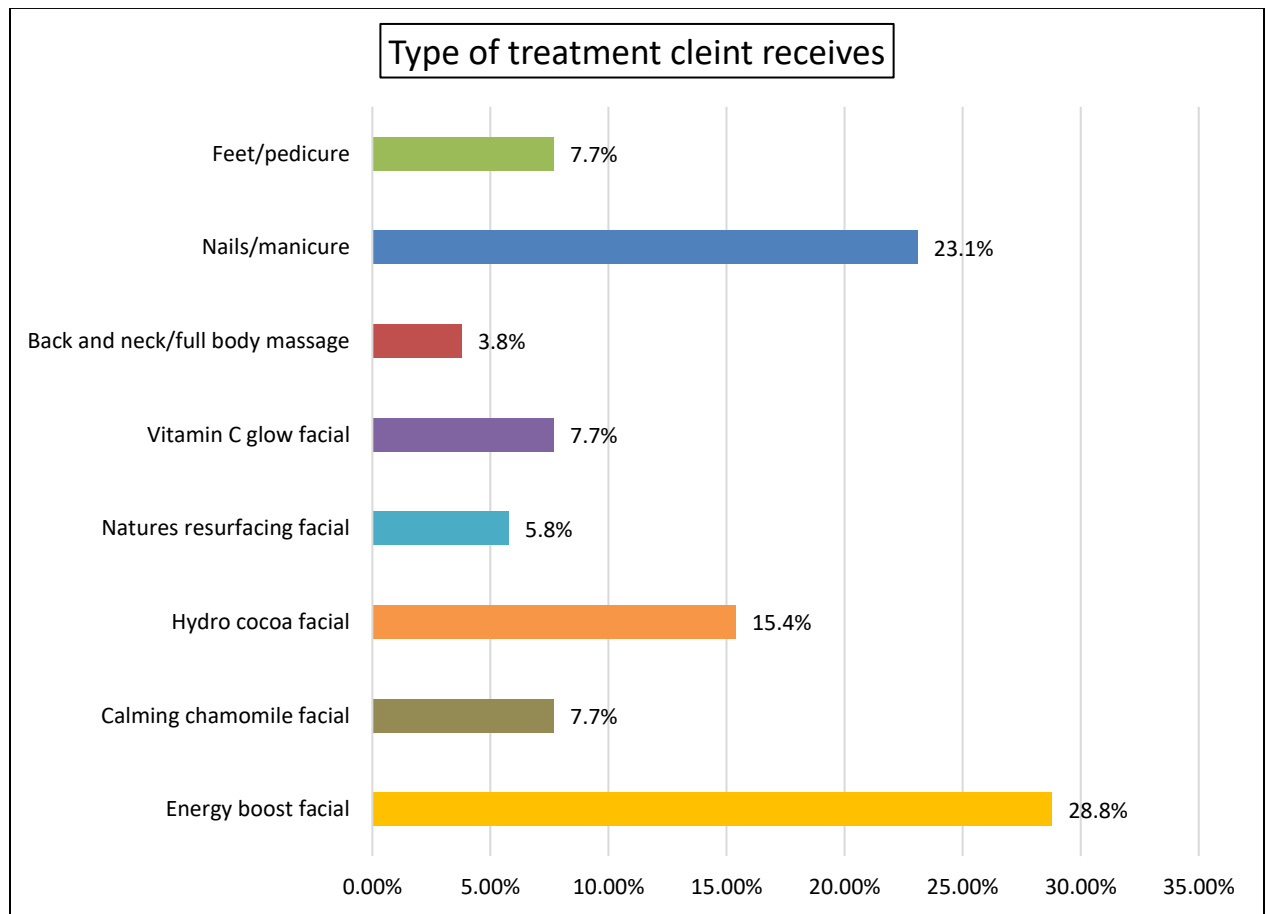
Figure 4.4 Years clients received treatments



e) **Type of skin treatment:** The figure 4.5 below illustrates the type of skin treatment received by client respondents.

Figure 4.5 shows that most of the client respondents (28.8%) were receiving Energy boost facial, followed by 23.1% receiving nail and manicure treatments, Hydro cocoa facial 15.4%, Calming chamomile facial 7.7%, Feet / pedicure 7.7%, Vitamin C glow facial 7.7%, Natures resurfacing facial 5.8%; and lastly back and neck/full body massage 3.8%.

Figure 4.5 Type of skin treatments received by clients



Tables included in appendix F contains the actual count of staff respondents in a demographic area.

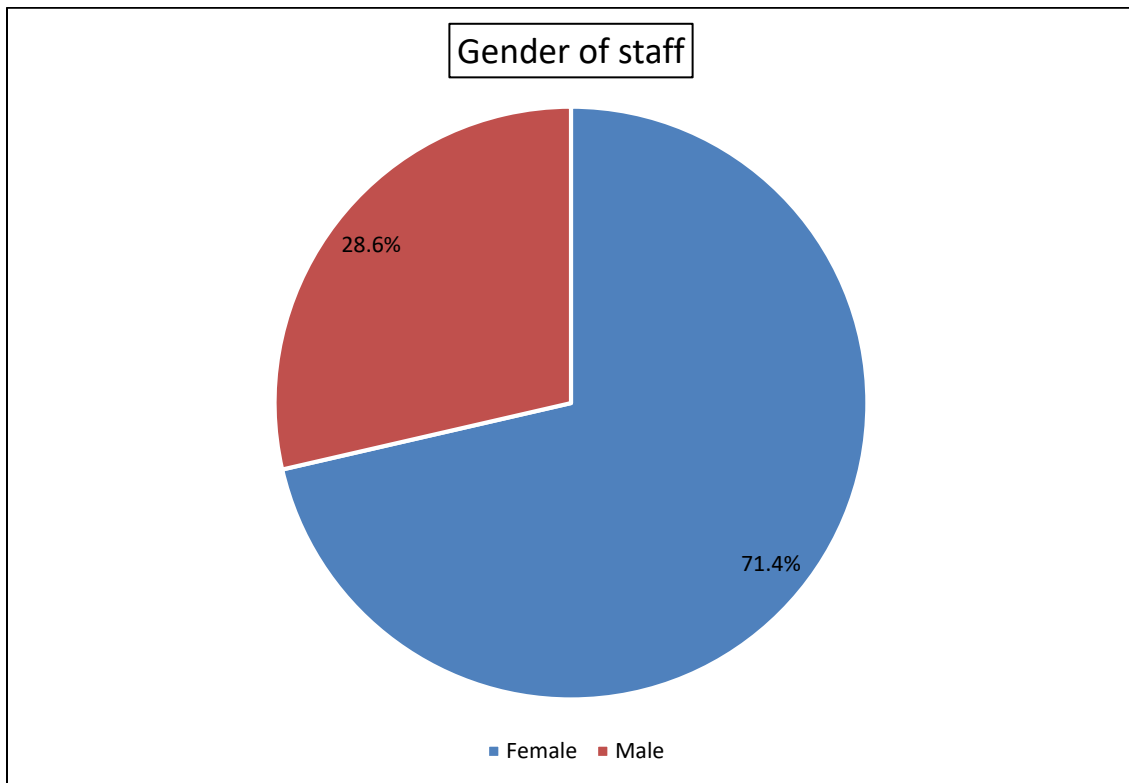
4.3 Profile of the staff sample

The below graphs refer to the demographic information relating to the client respondents at Placecol skin care clinic. Tables included in appendix F contains the actual count of staff respondents in a demographic area.

a) **Gender:** The figure 4.6 below illustrates the gender groups of the staff respondents.

Figure 4.6 reveal that 71.4 % of the respondents where female followed by 28.6 % of the respondents being male.

Figure 4.6 Gender of staff

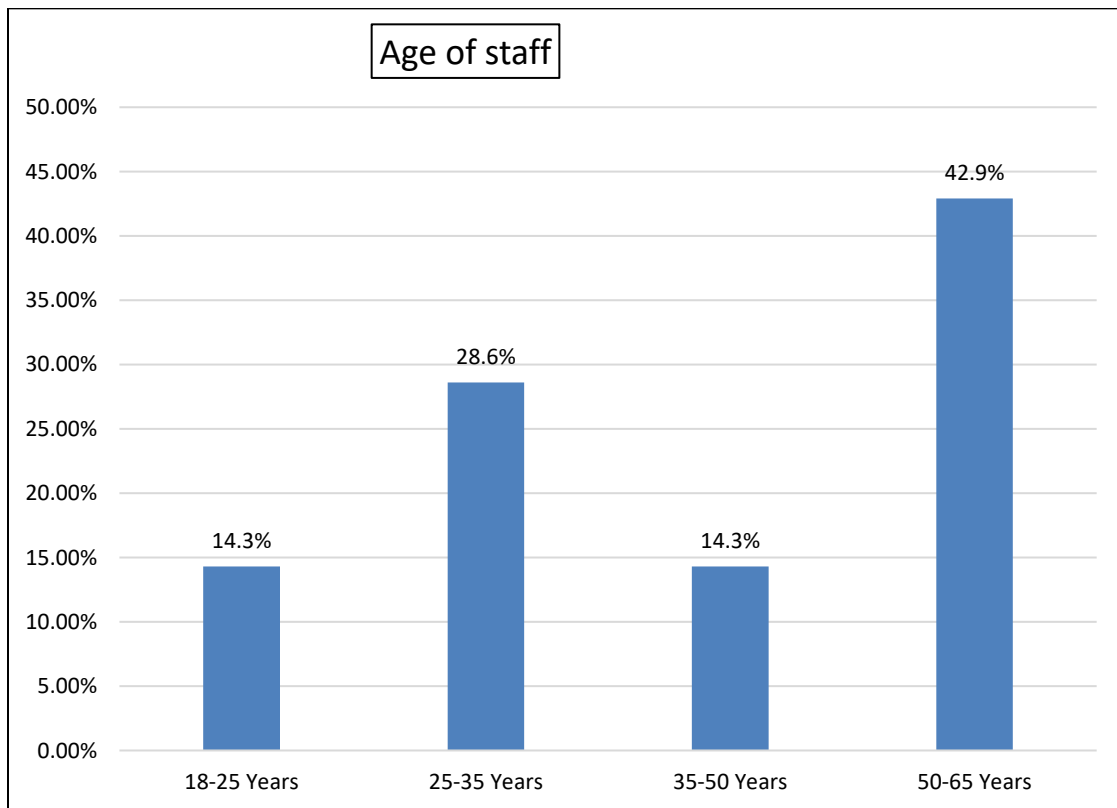


b) Age: The figure 4.7 below illustrates the age groups of the staff respondents.

Figure 4.7 revealed that most of the respondents (42.9 %) were in the age category of 50 - 65 years. This was followed by client respondents in the age category 25 – 35 years (28.6%), 35 – 50 years (14.3%), 18 – 25 years (14.3 %),

Most of the sample revealed that more than 57% fell in the age group 35 – 65 years (57.20 %). The remaining 28.6 % are between 25 – 35 years followed by 14.3 % that fall in the category 18 - 25 years.

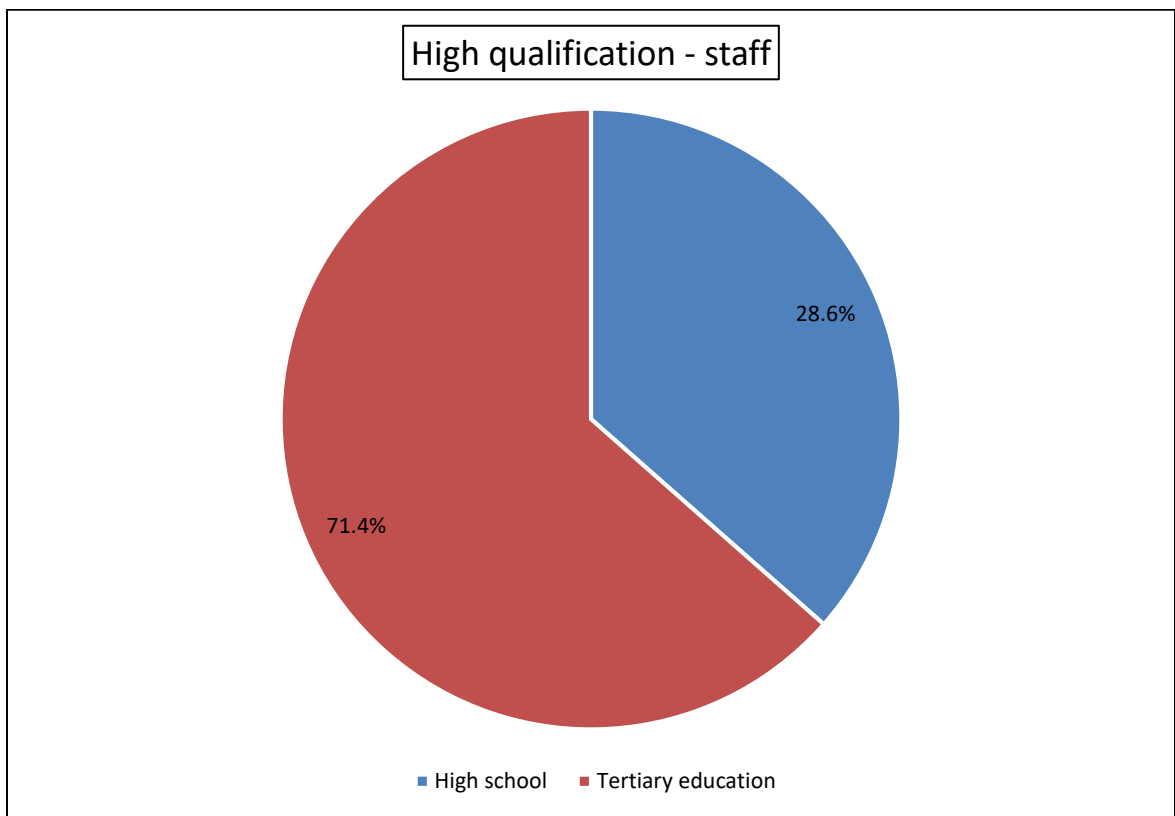
Figure 4.7 Age of staff



c) **Highest Qualification:** The figure 4.8 below illustrates the highest qualifications of the staff respondents.

Figure 4.8 revealed that most staff respondents (71.4 %) had tertiary qualifications, followed by 28.6 % who had high school certificate.

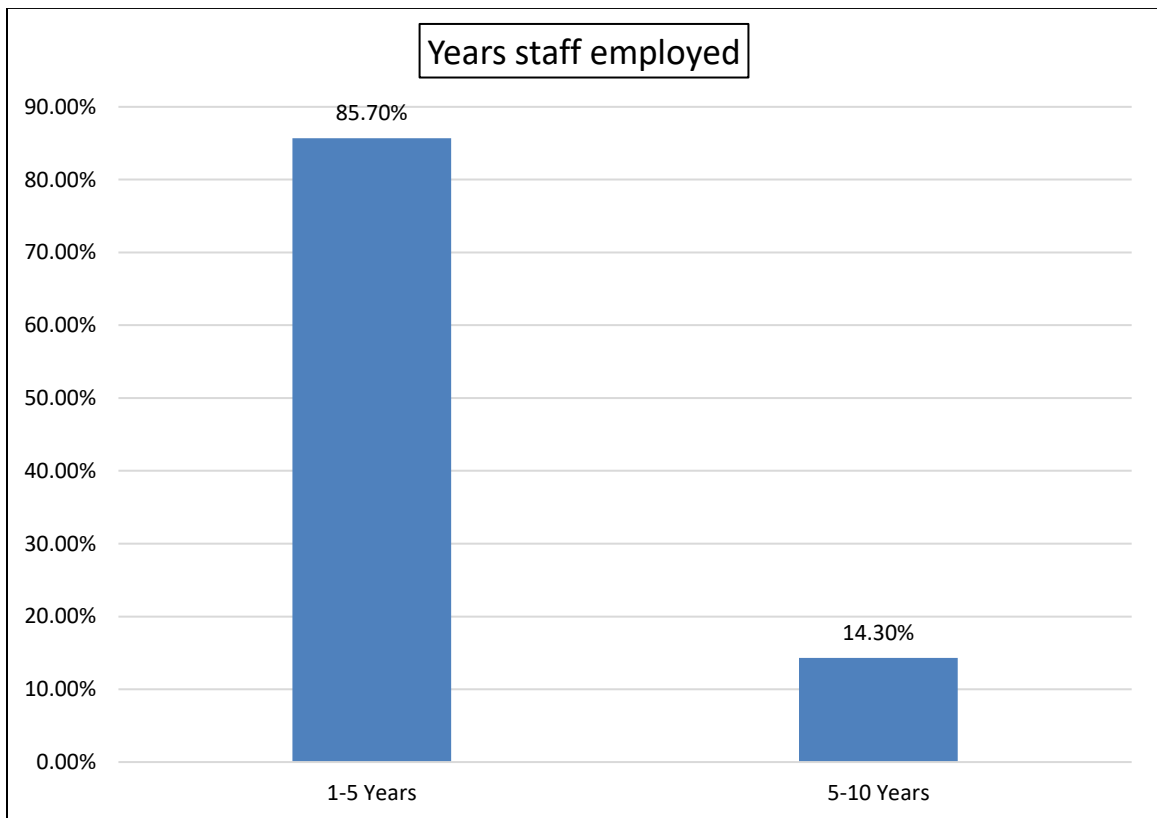
Figure 4.8 Highest qualification of staff



d) Years staff employed: The figure 4.9 below illustrates the number of years staff had been employed.

Figure 4.9 illustrates that most of the staff respondents (85.7 %) had been employed in the skin care industry between 1 and 5 years, followed by 14.3 % who had been employed in the skin care industry between 5 and 10 years.

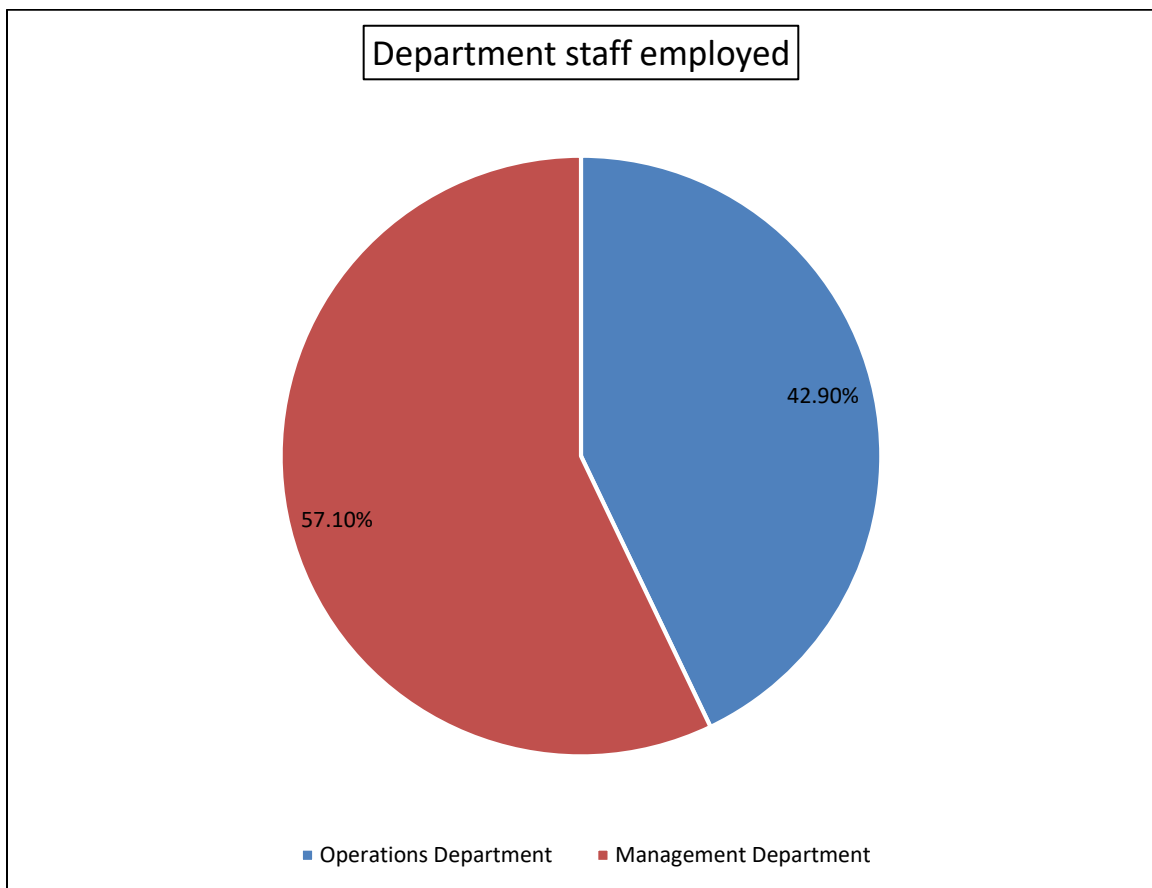
Figure 4.9 Years staff employed



e) **Department within which the staff are employed:** The figure 4.10 below illustrates the department within which the staff are employed.

Figure 4.10 illustrates that most of the staff respondents (57.1 %) were middle /senior management staff, whilst the remaining 42.9 % comprised of operational staff.

Figure 4.10 Department staff employed



4.4 Reliability

This research study made use of the Cronbach's co-efficient alpha to test and measure the reliability. Litwain (1995: 31) defined the Cronbach's co-efficient test as a reliability test that make use of a measuring scale a coefficient of less than 0.5 is regarded as unacceptable. When the measure falls between 0.5 – 0.6, it is regarded as significant, and if the measurement is above 0.7 then its viewed as good. The Cronbach's Alpha test for the overall clients' and staff respectively was 0.966 (clients') and 0.922 (staff), demonstrating a good significant level of internal reliability. The Cronbach's Alpha co-efficient test is depicted and discussed in more detail below.

The reliability analysis of the clients' respondents showed that the data were reliable as the Cronbach's Alpha value was 0,966 (Table 4.1).

Table 4.1: Reliability analysis

Reliability Statistics Clients	
Cronbach's Alpha	N of Items
0,966	44

The reliability analysis of the staff respondents showed that the data were reliable as the Cronbach's Alpha value was 0,922 (Table 4.2).

Table 4.2: Reliability analysis

Reliability Statistics Staff	
Cronbach's Alpha	N of Items
0,922	44

4.5 Inferential statistics

The hypothesis brought forward in chapter one and four were tested and the outcome is presented and analysed below. Welman et al (2009: 236) brought to light that inferential statistics relates to conclusions that one can make from a population. By identifying key indicators that is drawn randomly from a sample population. Zikmund (2000: 367) agrees and elaborates, the notion inferential statistics makes inferences about the sample population.

A) Perceptions of the service quality dimensions amongst certain biographical data for staff and clients respectively.

4.5.1 Hypothesis 1: There is a statistically significant difference in the perception of the service quality dimensions amongst the biographical data variables of Placecol skin care clinic employees.

4.5.2 Hypothesis 2: There is a statistically significant difference in the perception of the service quality dimensions amongst the biographical data variables of Placecol skin care clinic clients.

a) Perceptions of service quality dimensions by gender

Table 4.3 Mann-Whitney U Test by Gender

	Test statistics a					
	Group					
	Clients			Staff		
	Mann-Whitney U	z	p	Mann-Whitney U	z	p
Tangibles Perception	118,000	-0,635	0,526	0,000	-2,029	0,042
Reliability Perception	96,000	-1,316	0,188	0,000	-2,029	0,042
Responsiveness Perception	134,000	-0,129	0,897	0,500	-1,826	0,068
Empathy Perception	125,000	-0,457	0,648	0,500	-1,791	0,073
Assurance Perception	131,000	-0,229	0,818	0,000	-2,029	0,042
Overall Perception	124,500	-0,402	0,687	0,000	-1,954	0,051

a. Grouping Variables: Gender

Based on the Mann-Whitney Test, the mean ranks were similar between male and female clients with regards to all the SERVQUAL constructs ($p>0.05$) except for reliability gap. A Total number of 6 male and 46 female clients were used. The tangible, reliability, responsiveness, empathy and assurance perception had a P value of $p>0.05$ making the study significant.

The study has found that there was a lower p value on reliability perception (0.188). This entails that the client's perception of reliability on Placecol skin care clinic is low ($p<0.05$). The overall results on the perception is 0.687 making this study significant.

Based on the Mann-Whitney Test, the mean ranks were similar between male and female staff with regards to all the SERVQUAL constructs ($p>0.05$) except for tangible total perception (0.042), reliability total perception (0.042), and assurance total perception (0.042). A Total number of 2 male and 5 female staff members were used in the study.

The responsiveness perception and empathy perception had a p value greater than 0.05 ($p>0.05$). The study found that tangible, reliability, and assurance perception had a low p value ($p<0.05$) making it a cause of concern.

The staff's overall perception on Placecol skin care clinic is 0.051 making the study significant. The implications of this study entail that the staff members had a very low perspective on tangible, reliability, and assurance perception of Placecol skin care clinic.

b) Perceptions of service quality dimensions by age.

Table 4.4 Kruskal – Wallis – Test- Age

Kruskal- Wallis- Test- Age						
Test Statistics a,b						
Group						
	Clients			Staff		
	Chi-square	df	p	Chi-square	df	p
Tangibles Perception	1,319	4	0,858	2,637	3	0,451
Reliability Perception	0,980	4	0,913	0,049	3	0,997
Responsiveness Perception	1,488	4	0,829	1,137	3	0,768
Empathy Perception	1,622	4	0,805	2,792	3	0,425
Assurance Perception	3,163	4	0,531	2,206	3	0,531
Overall Perception	0,554	4	0,968	1,055	3	0,788

a. Kruskal - Wallis - Test

b. Grouping variable Age

The results did not find any significant mean differences for all the SERVQUAL construct when compared among the different age groups of clients' ($p > 0.05$). A total number 53 male and female clients with different age groups ranging from 18 to 65 were used in this study. The tangible, reliability, responsiveness, empathy and assurance perception had a P value of $p > 0.05$ making the study significant. The overall perspective is 0.968 making it a good reliable result between the age groups of male and female clients. The result entailed an overall good perception on Placecol skin care clinic between the age groups from different clients.

The present study did not find any significant mean different for all the SERVQUAL construct when compared among the different age groups of staff ($p > 0.05$). The Kruskal Wallis test found that the overall tangible, reliability, responsiveness, empathy and assurance perception among different staff age groups at Placecol skin care clinic was 0.788 making the results significant. The result found that there was lower tangible (0.451) and empathy (0.425) perception between the staff age groups. Resulting in a lower tangible and empathy perception between staffs age groups at Placecol skin care clinic.

c) Perceptions of service quality dimensions amongst the highest educational qualification categories of staff and students respectively

Table 4.5 Mann – Whitney U Test education

	Test statistics a					
	Clients			Staff		
	Mann-Whitney U	z	p	Mann-Whitney U	z	p
Tangibles Perception	279,500	-0,716	0,474	3,000	-0,812	0,417
Reliability Perception	287,500	-0,540	0,589	2,500	-1,015	0,310
Responsiveness Perception	249,000	-1,384	0,166	4,500	-0,203	0,839
Empathy Perception	238,500	-1,748	0,081	4,000	-0,398	0,691
Assurance Perception	297,000	-0,359	0,720	5,000	0,000	1,000
Overall Perception	299,000	-0,287	0,774	4,500	-0,195	0,845

a. Grouping variable highest qualification

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on clients' education. The Mann Whitney U test found that the tangible, reliability, responsiveness, empathy and assurance perception for the educational qualification between clients had a P value of 0.774 making the study significant. The study has found that there was a lower p value on responsiveness (0.166) and empathy (0.081) perception making it a cause of concern. This entails that the client's perception on responsiveness and empathy on Placecol skin care clinic low. The implications of the results are, the client's with different qualification backgrounds view Placecol skin care clinic reliability and empathy as a low priority.

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on staff education. The Mann Whitney U test found that the tangible, reliability, responsiveness, empathy and assurance perception for the educational qualification between staff had a P value of 0.845 making the study significant. The study has found that there was a lower p value on tangible (0.417) and reliability (0.310). This entails that

the staff perception on tangibles and reliability on Placecol skin care clinic is lower than the other constructs. The implications of the results are, the client’s with different qualification backgrounds view Placecol skin care clinic reliability and tangible as a lower priority.

B) Expectations of the service quality dimensions amongst certain biographical data for staff and students respectively

4.5.3 Hypothesis 3: There is a statistically significant difference in the expectations of the service quality dimensions amongst the biographical data variables of Placecol skin care clinic employees.

4.5.4 Hypothesis 4: There is a statistically significant difference in the expectations of the service quality dimensions amongst the biographical data variables of Placecol skin care clinic clients.

a) Expectations of service quality dimensions amongst the gender categories of staff and students respectively

Table 4.6 Mann – Whitney U Test gender

	Test statistics a					
	Group					
	Clients			Staff		
	Mann-Whitney U	z	p	Mann-Whitney U	z	p
Tangibles Expectations	93,000	-1,408	0,159	2,500	-0,986	0,324
Reliability Expectations	96,500	-1,274	0,203	1,500	-1,380	0,167
Responsiveness Expectations	131,500	-0,213	0,831	1,000	-1,673	0,094
Empathy Expectations	120,000	-0,599	0,549	1,500	-1,420	0,155
Assurance Expectations	93,500	-1,439	0,150	2,000	-1,296	0,195
Overall Expectations	116,000	-0,642	0,521	0,000	-1,954	0,051

a. Grouping Variables: Gender

Based on the Mann-Whitney Test, the mean ranks were similar between male and female clients with regards to all the SERVQUAL constructs ($p > 0.05$). a Total number of 6 male and 46 female

clients were used. The tangible, reliability, responsiveness, empathy and assurance expectations had a P value of $p > 0.521$ making the study significant. The study has found that there was a lower p value on tangibles (0.159), reliability (0.203), and assurance (0.150) expectations making it a cause of concern. The overall results on the perception is 0.521 making this study significant. The implications of the results are the client's tangible, reliability and assurance expectations on Placecol skin care clinic is low.

Based on the Mann-Whitney Test, the mean ranks were similar between male and female staff with regards to all the SERVQUAL constructs ($p > 0.05$). The tangible, reliability, responsiveness, empathy and assurance expectations had a P value of $p > 0.051$ making the study significant. The study has found that there was a lower p value on responsiveness (0.094) and empathy (0.155) expectations making it a cause of concern. The implications of the results are that the different gender types of staffs feel that Placecol skin care clinic lack in responsiveness and empathy.

b) Expectations of service quality dimensions by age

Table 4.7 Kruskal – Wallis – Test Age

	Group					
	Clients			Staff		
	Chi-square	df	p	Chi-square	df	p
Tangibles Expectations	2,738	4	0,603	5,556	3	0,135
Reliability Expectations	1,196	4	0,879	3,157	3	0,368
Responsiveness Expectations	1,232	4	0,873	1,333	3	0,721
Empathy Expectations	2,283	4	0,684	1,765	3	0,623
Assurance Expectations	2,319	4	0,677	2,322	3	0,508
Overall Expectations	0,536	4	0,970	2,773	3	0,428

- a. Kruskal - Wallis - Test
- b. Grouping variable Age

The results did not find any significant mean different for all the SERVQUAL construct when compared among the different age groups for clients ($p > 0.05$). A total number 53 male and female clients with different age groups ranging from 18 to 65 were used in this study. The overall expectations on tangible, reliability, responsiveness, empathy and assurance expectations had a P value of 0.970 making the study significant. The results entailed an overall good reliable result between the age groups of male and female clients at Placecol skin care clinic.

The present study did not find any significant mean different for all the SERVQUAL construct when compared among the different age groups for staff ($p > 0.05$). The Kruskal Wallis test found that the overall tangible, reliability, responsiveness, empathy and assurance expectations among different staff age groups at Placecol skin care clinic was 0.428 making the results significant. The result found that there was lower tangible (0.135) expectation between the staff age groups.

c) Expectations of service quality dimensions amongst the different higher educational qualification categories of clients and staff respectively.

Table 4.8 Mann – Whitney U Test higher education categories clients and staff

Test statistics a

	Group					
	Clients			Staff		
	Mann-Whitney U	z	p	Mann-Whitney U	z	p
Tangibles Expectations	292,500	-0,436	0,663	4,500	-0,197	0,844
Reliability Expectations	304,500	-0,183	0,855	4,000	-0,394	0,693
Responsiveness Expectation	265,500	-1,045	0,296	5,000	0,000	1,000
Empathy Expectations	256,500	-1,258	0,208	4,500	-0,203	0,839
Assurance Expectations	278,000	-0,762	0,446	4,000	-0,432	0,666
Overall Expectations	273,500	-0,775	0,438	4,000	-0,391	0,696

a. Grouping variable highest qualification

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on participant education. The Mann Whitney U test

found that the tangible, reliability, responsiveness, empathy and assurance perception for the educational qualification between clients had a P value of 0.438 making the study significant. The study has found that there was a lower p value on responsiveness (0.296) and empathy (0.208) expectations making it a cause of concern. This entails that the client’s perception on responsiveness and empathy on Placecol skin care clinic low. The implications of the results are, the client’s with different qualification backgrounds view Placecol skin care clinic reliability and empathy as a low priority.

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on employees’ education. The Mann Whitney U test found that the tangible, reliability, responsiveness, empathy and assurance expectation for the educational qualification between staff had a P value of 0.696 making the study significant. The study has found that the tangible, reliability, responsiveness, empathy and assurance expectation had a significant p value $p > 0.05$. This entails that the staff expectations on all the constructs is very high.

d) Expectations of service quality dimensions amongst the years that staff were employed respectively.

Table 4.9 Mann – Whitney U Test years staff employed

	Test statistics a		
	Group		
	Staff		
	Mann-Whitney U	z	p
Tangibles Expectations	0,259	1	0,611
Reliability Expectations	0,065	1	0,799
Responsiveness Expectations	1,167	1	0,280
Empathy Expectations	1,716	1	0,190
Assurance Expectations	0,700	1	0,403
Overall Expectations	0,255	1	0,614

a. Grouping variable Duration

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on employees' years of experience. The Mann Whitney U test found that the tangible, reliability, responsiveness, empathy and assurance expectation for staff members who had work experience of 1 – 10 years had overall expectation P value of 0.614 making the study significant. The study has found that there was a lower p value on empathy (0.190) expectations. This entails that the staff expectations on empathy at Placecol skin care clinic is low.

e) Expectations of service quality dimensions amongst the type of treatments received by staff.

Table 4.10 Mann – Whitney U Test type of treatments received by staff

	Test statistics a		
	Group		
	Staff		
	Mann-Whitney U	z	p
Tangibles Expectations	2,625	1	0,105
Reliability Expectations	0,810	1	0,368
Responsiveness Expectations	2,333	1	0,127
Empathy Expectations	2,196	1	0,138
Assurance Expectations	1,906	1	0,167
Overall Expectations	3,850	1	0,050

a. Grouping variable Treatment

The study also did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared with types of treatment received by the employees. The Mann Whitney U test found that the tangible, reliability, responsiveness, empathy and assurance expectations for the treatments received had a P value of 0.050 making the study significant. The study has found that there was a lower p value on tangible (0.105), responsiveness (0.127), empathy (0.138) and assurance (0.167) expectations. This entails that the staff expectations on most of the constructs is at a lower level. The implications of the results are that employees at Placecol skin care clinic overall expectation is low when dealing different treatments.

C) GAP Scores

4.5.5 Hypothesis 5: There is a statistically significant difference in the service quality gap scores among different age categories of employees.

Table 4.11: Kruskal-Wallis Test statistic differences between employees age group

	Staff		
	Chi-square	df	p
Tangibles Gap	3,115	3	0,374
Reliability Gap	2,882	3	0,410
Responsiveness Gap	2,500	3	0,475
Empathy Gap	4,154	3	0,245
Assurance Gap	2,760	3	0,430
Overall Gap	1,964	3	0,580

- a. Kruskal - Wallis - Test
- b. Grouping variable Age

The results obtained from the Kruskal - Wallis – Test indicated that there are little to no statistically significant differences in the Gap scores. The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on employees’ age group. The tangible, reliability, responsiveness, empathy and assurance “Gap” between the age groups had an overall P value of 0.580 making the study significant. The study has found that there was a lower p value on the empathy Gap (0.245). This entails that the Gap between the age groups of employees is empathy.

4.5.6 Hypothesis 6: There is a statistically significant difference in the service quality gap scores among different age categories of clients.

Table 4.12: Kruskal-Wallis Test statistic differences between clients age group.

	Clients		
	Chi-square	df	p
Tangibles Gap	1,865	4	0,761
Reliability Gap	1,245	4	0,871
Responsiveness Gap	1,240	4	0,871
Empathy Gap	6,323	4	0,176
Assurance Gap	7,888	4	0,096
Overall Gap	2,033	4	0,730

- a. Kruskal - Wallis - Test
- b. Grouping variable Age

The empirical results obtained from the Kruskal - Wallis – Test indicated that there are no statistically significant differences in the Gap scores. The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared on age different clients. The quality dimensions amongst the clients at Placecol skin care clinic had an overall P value of 0.730 making the study significant. Tangibles, reliability, responsiveness, empathy and assurance “Gap” between the age groups of clients had an overall P value of 0.730 making the study significant. The results found that there was a lower P value on empathy Gap (0.176) and assurance Gap (0.096). Results emanating from the study provide implications on the empathy and assurance Gap among different age groups of clients. Illustrating that the Gap between the age group is empathy and assurance.

4.5.7 Hypothesis 7: There is a statistically significant difference in the gap scores between Placecol skin care clinic male and female client respondents.

Table 4.13: Mann – Whitney -U Test statistic differences between clients male and female

	Test statistics a		
	Group		
	Clients		
	Mann-Whitney U	z	p
Tangibles Gap	112,500	-0,814	0,416
Reliability Gap	63,500	-2,304	0,021
Responsiveness Gap	124,000	-0,583	0,560
Empathy Gap	99,500	-1,280	0,200
Assurance Gap	104,000	-1,086	0,277
Overall Gap	99,500	-1,120	0,263

a. Grouping variable male and female

The results obtained from the Mann – Whitney U test indicated that there is a statistically significant difference in the Gap scores between the male and female clients at Placecol skin care clinic. The study did find a mean different with regards the SERVQUAL constructs ($p > 0.05$). Tangibles, responsiveness, empathy and assurance “Gap” between male and female respondents had an overall P value of 0.263 making the study significant. The results found that there was a lower P value on reliability Gap (0.021). Results emanating from the study provide implications that reliability is one Gap that Placecol skin care clinic should tend to.

4.5.8 Hypothesis 8: There is a statistically significant difference in the gap scores between Placecol skin care clinic male and female client respondents.

Table 4.14: Mann – Whitney -U Test statistic differences between staff male and female

	Test statistics a		
	Group		
	Staff		
	Mann-Whitney U	z	p
Tangibles Gap	3,000	-0,804	0,421
Reliability Gap	1,000	-1,563	0,118
Responsiveness Gap	2,500	-1,581	0,114
Empathy Gap	3,500	-0,615	0,539
Assurance Gap	3,000	-0,804	0,421
Overall Gap	1,000	-1,563	0,118

a. Grouping variable male and female

The results obtained from the Mann – Whitney U test indicated that there are no statistically significant differences in the Gap scores between the male and female staff at Placecol skin care clinic. The study did not find any mean different with regards the SERVQUAL constructs ($p > 0.05$). Tangibles, responsiveness, empathy and assurance “Gap” between male and female respondents had an overall P value of (0.118) making the study significant. The results found that there was a lower P value on reliability (0.118) and responsive (0.114) Gap. Results emanating from the study identified two Gaps, reliability and responsiveness as acknowledge by male and female staff at Placecol skin care clinic.

4.6 Research objectives discussed

The below information pertains to the hypothesis and objectives emanating to the immediate study.

4.6.1 Objective one: To identify the different service quality models that apply to skin care franchise in Durban.

Numerous service quality models came to light when the research phenomenon was studied. These models were developed to cover many different types of service industries. Services ranging from conventional, skin care industries, banking, even web-based services. It is noted that there are at least 19 service quality models that can be used and applied in the service marketing context according to (Merican, Suhaiza, and Fernando, 2009:282). “Technical and Functional Quality Model” of Grönroos, The “Gaps Model” (SERVQUAL) of Parasuraman, Zeithaml and Berry, The “Attribute Service Quality Model” Of Haywood-Farmer, The Performance Only Model of Service Quality of Cronin and Taylor, The “Ideal Value Model of Service Quality” of Mattsson, just to name a few.

Due to the complexity of service quality and the literature surrounding this concept vary across industries. The service quality model that would best suit this study is the SERVQUAL model. The SERVQUAL model has 5 dimensions these dimensions may provide potential gaps that can be identified in the service industry (Al – Hawari, 2015:44). These dimensions are Tangibles, Reliability, Responsiveness, Assurance and Empathy. Once these gaps are highlighted in the organization only then short, medium and long-term strategies and recommendations can be made. In chapter 4 different test was used to conduct the research study e.g. Cronach’s Alpha test this test is used to test the reliability of the study.

Litwain (1995: 31) defined the Cronbach’s co-efficient test as a reliability test that make use of a measuring scale a coefficient of less than 0.5 is regarded as unacceptable. When the measure falls between 0.5 – 0.6, it is regarded as significant, and if the measurement is above 0.7 then it viewed as good. The Cronbach’s Alpha test for the overall clients’ and staff respectively was 0.966

(clients') and 0.922 (staff), demonstrating a good significant level of internal reliability. The Kruskal Wallis test and the Mann Whitney U test was used to identify certain "mean" ranks between different SERVQUAL constructs in the. If the P value is $p < 0.05$ this means that the study has identify a SERVQUAL dimension than needs attention. Referring to the above mention table "Perceptions of service quality dimensions by gender" Table 4.3 Mann-Whitney U Test by Gender. Identified that the Tangible total perception, Reliability total perception and Assurance total perception had a mean rank of (0.042) and Table 4.13: Mann – Whitney -U Test statistic differences between clients male and female, had a mean rank of 0.02. This is also a "GAP" that was identified and needs attention. With regards to the rest of the study the results did not find any significant mean difference for all the SERVQUAL constructs when compared to different Gender, Age, duration of employment, types treatment received by skin therapist and department employed.

4.6.2 Objective two: To apply the SERVQUAL model in establishing service quality "GAPS" in Placecol skin care clinics service delivery.

The main objective of the SERVQUAL model is to highlight possible "Gaps" in the business that can potential hinder the quality of the service received. By identifying these "Gaps" may outline potential solutions and in turn eliminate problems that might occur.

The gaps score for all the statements for each construct were added to get the overall totals for perception and expectation. The gaps score was calculated by identifying perception and deducting the expectation. If the gap score was negative, this will mean that the expectation was higher than the perception. This was done for all the constructs and for the overall scores. Table 4.15 showed that there were no negative "GAP" scores were recorded.

Table 4.15 Establishing service quality “GAPS”

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Gap for Tangible	0,295	52	0,000	0,806	52	0,000
Gap for Reliability	0,285	52	0,000	0,860	52	0,000
Gap for Responsiveness	0,421	52	0,000	0,545	52	0,000
Gap for Assurance	0,342	52	0,000	0,810	52	0,000
Gap for Empathy	0,340	52	0,000	0,752	52	0,000
a. Lilliefors Significance Correction						

Looking at the below results, the only SERVQUAL construct that showed any significant difference was the Reliability “GAP” referring to the below information.

Table 4.11: Kruskal-Wallis Test: The differences between gap scores employees age group. The results obtained from the Kruskal - Wallis – Test indicated that there are little to no statistically significant differences in the Gap scores.

Table 4.12: Kruskal-Wallis Test: The differences between gap scores clients age group. The empirical results obtained from the Kruskal - Wallis – Test indicated that there are no statistically significant differences in the Gap scores.

Table 4.13 Mann – Whitney U Test: The differences between the gap scores male and female clients. The results obtained from the Mann – Whitney U test indicated that there **was** a statistically significant difference in the Gap scores between the male and female clients at Placecol skin care clinic. The reliability Gap had a p value of 0. 021.By Identifying the Reliability Gap at Placecol skin care clinic can identify solution to why the male and female clients feel that the skin care franchise has a low reliability perception.

Table 4.14: Mann – Whitney -U Test statistic differences in gaps score between male and female staff. The results obtained from the Mann – Whitney U test indicated that there are no statistically significant differences in the Gap scores between the male and female staff at Placecol skin care clinic.

4.6.3 Objective three: To establish clients, staff perceive perceptions and expectations on the quality of service offered by Placecol skin care clinics.

Table 4.16 below shows the summary of statement regarding perception of customers. It was found that most of the participants had very high perception on all the constructs. For example, **tangibility**, (76.9%) strongly agreed that employees have a neat and professional appearance and (71.2%) strongly agreed that visually appealing facilities.

For **reliability**, (82.7%) strongly agreed that company provides services as promise, and (75%) strongly agreed that it provides services at the promised time. Similarly, for responsiveness, (75%) of the customers strongly agreed that it provides prompt service to clients' as well as employees are always ready to respond to clients' requests respectively.

With regards to **assurance**, most of the participants strongly agreed that Placecol skin care clinic make clients' feel safe in their skin care treatments (80.8%) and employees who are courteous to clients' (78.8%). For **empathy**, all the participants positively reported that Placecol skin care clinic dealt with clients' in a caring manner (76.9%), have the clients' best interest at heart (82.7%), and understand the needs of their clients' (78%).

Table 4.16 The summary of customers perception on service quality.

Statements for perception	SD	D	N	A	SA
Tangible					
1. Modern equipment.	1,9	3,8		34,6	59,6
2. Visually appealing facilities.				28,8	71,2
3. Employees have a neat and professional appearance.				23,1	76,9
4. Visually appealing material.				30,8	69,2
Reliability					
5. Provides services as promised.				17,3	82,7
6. Dependable in handling queries.			3,8	30,8	65,4
7. Provides services right the first time.			1,9	28,8	69,2
8. Provides services at the promised time.			1,9	23,1	75,0
9. Maintains error-free records.		1,9	1,9	38,5	57,7
Responsiveness					
10. Provides prompt service to clients.				25,0	75,0
11. Keeps clients' informed when services will be performed				26,9	73,1
12. Employees who are willing to help clients.			1,9	25,0	73,1
13. Employees that are always ready to respond to clients' requests.				25,0	75,0
Assurance					
14. Employees who instil confidence in clients.				30,8	69,2
15. Make clients' feel safe in their skin care treatments.				19,2	80,8
16. Employees who are courteous to clients.				21,2	78,8
17. Have the knowledge to answer clients' concerns and queries.				26,9	73,1
Empathy					
18. Provides clients with individual attention.			1,9	19,2	78,8
19. Deal with clients' in a caring manner.				23,1	76,9
20. Have the clients' best interest at heart.				17,3	82,7
21. Understand the needs of their clients'.				21,2	78,8
22. Provides convenient operating hours.			1,9	26,9	71,2

Table 4.17 below shows the summary of statement regarding expectation of customers. It was found that most of the participants had very high expectation on all the constructs. For example, **tangibility**, (73.1%) strongly agreed that employees have a neat and professional appearance and (67.3%) strongly agreed that visually appealing facilities. For **reliability**, (73.1%) strongly agreed that company provides services as promised and (67.3%) strongly agreed that it provides services at the promised time. Similarly, for **responsiveness**, (78.8%) of the customers strongly agreed that

it provides prompt service to clients' as well as employees are always ready to respond to clients' requests respectively. With regards to **assurance**, most of the participants strongly agreed that Placecol skin care clinic make clients' feel safe in their skin care treatments (69.2%) and employees who are courteous to clients' (76.9%). For **empathy**, all the participants positively reported that Placecol skin care clinic dealt with clients' in a caring manner (76.9%), have the clients' best interest at heart (82.7%), and understand the needs of their clients' (76.9%).

Table 4.17: The summary of customers expectation on service quality.

Statements	SD	D	N	A	SA
Tangible					
1. Has modern equipment.				32,7	67,3
2. Visually appealing facilities.				32,7	67,3
3. Employees who have a neat and professional appearance.				26,9	73,1
4. Visually appealing materials.			1,9	26,9	71,2
Reliability					
5. Provides services as promised.				26,9	73,1
6. Dependable in handling clients' queries.				30,8	69,2
7. Perform services right the first time.				32,7	67,3
8. Provides services at the promised time.				32,7	67,3
9. Maintains error-free records.				23,1	76,9
Responsiveness					
10. Provides prompt service to clients.				21,2	78,8
11. Clients' informed about when services will be performed.			3,8	26,9	69,2
12. Willing to help clients.			1,9	25,0	73,1
13. Always ready to respond to clients' requests.				26,9	73,1
Assurance					
14. Instil confidence in customers.				30,8	69,2
15. Make clients feel safe in skin care treatment.			1,9	28,8	69,2
16. Consistently courteous to clients.			1,9	21,2	76,9
17. Knowledge to answer clients' concerns and queries.			1,9	21,2	76,9
Empathy					
18. Give clients' individual attention.				21,2	78,8
19. Deal with clients' in a caring manner.				23,1	76,9
20. Have the clients' best interest at heart.				17,3	82,7
21. Employees understand the needs of their clients'.				23,1	76,9
22. Convenient operating hours for clients.				19,2	80,8

Table 4.18 below shows the summary of statement regarding perception of employees. It was found that most of the participants had very high perception on all the constructs. For example, **tangibility**, (42.9%) strongly agreed that employees have a neat and professional appearance, and (42.9%) strongly agreed that visually appealing facilities. For **reliability**, (71.4%) strongly agreed that company provides services as promised, and (57.1%) strongly agreed that it provides services at the promised time. Similarly, for **responsiveness**, (71.4%) of the customers strongly agreed that it provides prompt service to clients' as well as employees are always ready to respond to clients' requests respectively (71.4%). With regards to **assurance**, most of the participants strongly agreed that Placecol skin care clinic make clients' feel safe in their skin care treatments (71.4%) and employees who are courteous to clients' (57.1%). For **empathy**, all the participants positively reported that Placecol skin care clinic dealt with clients' in a caring manner (71.4%), have the clients' best interest at heart (71.4%), and understand the needs of their clients' (85.7%). Similar results were found for all other constructs.

Table 4.18 The summary of employee's perception on service quality.

Statements perception	SD	D	N	A	SA
Tangible					
1. Has modern equipment.			14,3	42,9	42,9
2. Visually appealing facilities.				57,1	42,9
3. Employees who have a neat and professional appearance.				14,3	85,7
4. Visually appealing materials.			14,3	28,6	57,1
Reliability					
5. Provides services as promised.				28,6	71,4
6. Dependable in handling clients' queries.			28,6	28,6	42,9
7. Perform services right the first time.			14,3	14,3	71,4
8. Provides services at the promised time.				42,9	57,1
9. Maintains error-free records.			28,6	42,9	28,6
Responsiveness					
10. Provides prompt service to clients.				28,6	71,4
11. Clients' informed about when services will be performed.				42,9	57,1
12. Willing to help clients.				14,3	85,7
13. Always ready to respond to clients' requests.				28,6	71,4
Assurance					
14. Instil confidence in customers.				57,1	42,9

15. Make clients feel safe in skin care treatment.				28,6	71,4
16. Consistently courteous to clients.				42,9	57,1
17. Knowledge to answer clients' concerns and queries.				57,1	42,9
Empathy					
18. Give clients' individual attention.				42,9	57,1
19. Deal with clients' in a caring manner.				28,6	71,4
20. Have the clients' best interest at heart.				28,6	71,4
21. Employees understand the needs of their clients'.				14,3	85,7
22. Convenient operating hours for clients.				28,6	71,4

Table 4.19 below shows the summary of statement regarding expectation of the employees. It was found that most of the participants had very high expectation on all the constructs. For example, **tangibility**, (57.1%) strongly agreed that employees have a neat and professional appearance and (28.6%) strongly agreed that visually appealing facilities.

For **reliability**, (71.4%) strongly agreed that company provides services as promised and (57.1%) strongly agreed that it provides services at the promised time. Similarly, for **responsiveness**, (57.1%) of the customers strongly agreed that it provides prompt service to clients' as well as employees are always ready to respond to clients' requests respectively (100%).

With regards to **assurance**, most of the participants strongly agreed that Placecol skin care clinic make clients' feel safe in their skin care treatments (85.7%) and employees who are courteous to clients' (57.1%).

For **empathy**, all the participants positively reported that Placecol skin care clinic dealt with clients' in a caring manner (71.4%), have the clients' best interest at heart (85.7%), and understand the needs of their clients' (85.7%). Similar results were found for all other constructs.

Table 4.19 The summary of employee’s expectations on service quality

Statements expectation	SD	D	N	A	SA
Tangibility					
1. Modern equipment.				42,9	57,1
2. Visually appealing facilities.				71,4	28,6
3. Employees have a neat and professional appearance.		14,3		28,6	57,1
4. Visually appealing material.				28,6	71,4
Reliability					
5. Provides services as promised.				28,6	71,4
6. Dependable in handling queries.			14,3	28,6	57,1
7. Provides services right the first time.				28,6	71,4
8. Provides services at the promised time.				42,9	57,1
9. Maintains error-free records.				85,7	14,3
Responsiveness					
10. Provides prompt service to clients.				42,9	57,1
11. Keeps clients' informed when services will be performed				57,1	42,9
12. Employees who are willing to help clients.					100,0
13. Employees that are always ready to respond to clients' requests.					100,0
Assurance					
14. Employees who instil confidence in clients.				14,3	85,7
15. Make clients’ feel safe in their skin care treatments.				14,3	85,7
16. Employees who are courteous to clients.				42,9	57,1
17. Have the knowledge to answer clients’ concerns and queries.				57,1	42,9
Empathy					
18. Provides clients with individual attention.				57,1	42,9
19. Deal with clients’ in a caring manner.				28,6	71,4
20. Have the clients’ best interest at heart.				14,3	85,7
21. Understand the needs of their clients’.				14,3	85,7
22. Provides convenient operating hours.				14,3	85,7

The summary of statement concerning the perception, expectation of customers and employees, was found that most of the participants had very high expectation on all the constructs. With regards to tangibility, all the participants positively reported that Placecol skin care clinic has modern equipment, visually appealing facilities, and employees who have a neat and professional appearance. Similar results were found for all other constructs. Responsiveness, Assurance, and Empathy, all the employees positively responded to all the statements.

4.6.4 Objective four: To ascertain if there is any significant difference in service quality between customers' and employees at Placecol skin care clinic.

Referring to the below tables, brought forth that the perception and expectation was similar across most categories. Min and Khoo (2014:92) outlined numerous debates concerning perception and expectation of service quality in service industries. These debates were supported by researchers such as Ramez (2011:118) as well as (Gupta and Bansal, 2011:91). Even though there were similarities in the different constructs when looking at the perception expectation of customers and employees, a few constructs did stand out.

It was found that most of the participants had very high perception and expectations, except when referring to the tangible perception and expectations on modern equipment. 59.6% of the customers said even if Placecol skin care clinic has a visually appealing environment and modern equipment, 1.3% of the clients strongly disagree and 3.8% was indecisive. This gives rise to the aspects why the clients would feel this way and how should Placecol skin care clinic rectify it. It was found that the reliability perception of customers, when referring to maintaining error free records 1.9% disagrees and 1.9% was indecisive.

Placecol skin care clinic should focus on record keeping and capturing correct data. Keeping a proper filing system to eliminate these errors Table 4.21 refers to the expectations of customers. It was brought to the researcher's attention that when referring to customers' expectation on service quality.

Modern equipment, visually appealing material, clients informed, willing to help clients, make clients feel safe in skin care treatment, consistently courteous to client, knowledge to answer clients' concerns and queries. 1.9% – 3.8% was indecisive. What needs to be identified is why they are the clients indecisive? How can Placecol skin care clinic assist in rectifying these problem areas?

Table 4.20 The different perceptions of customers on service quality.

Statements for perception	SD	D	N	A	SA
Tangible					
1. Modern equipment.	1,9	3,8		34,6	59,6
Reliability					
9. Maintains error-free records.		1,9	1,9	38,5	57,7

Table 4.21: The different expectations of customers on service quality.

Statements expectations	SD	D	N	A	SA
Tangible					
4. Visually appealing materials.			1,9	26,9	71,2
Responsiveness					
11. Clients' informed about when services will be performed.			3,8	26,9	69,2
12. Willing to help clients.			1,9	25,0	73,1
Assurance					
15. Make clients feel safe in skin care treatment.			1,9	28,8	69,2
16. Consistently courteous to clients.			1,9	21,2	76,9
17. Knowledge to answer clients' concerns and queries.			1,9	21,2	76,9

Even though there were similarities in the different constructs when looking at the perceptions and expectations of employees on service quality, a few constructs did stand out. It was found that most of the participants had very high perception and expectations, except when regarding the tangible and reliability perception and expectation of staff on service quality. When reviewing the staff perception on service quality, following information came to light: Placecol skin care clinic has modern equipment, visually appealing materials, dependable in handling clients' queries, perform services right the first time, maintains error-free records 14% - 28.6% was indecisive. When reviewing the staff expectation on service quality, following information came to light. Employees have a neat and professional appearance (14.3% disagree). Dependable in handling queries (14.3% indecisive). What gives rise to concern is that Placecol skin care clinic own staff member feels that some of their colleagues do not have a neat and professional appearance. This needs to be addressed with staff members and brought to their attention.

Table 4.22: The different perceptions of staff on service quality.

Statements perception	SD	D	N	A	SA
Tangible					
1. Has modern equipment.			14,3	42,9	42,9
4. Visually appealing materials.			14,3	28,6	57,1
RELIABILITY					
6. Dependable in handling clients' queries.			28,6	28,6	42,9
7. Perform services right the first time.			14,3	14,3	71,4
9. Maintains error-free records.			28,6	42,9	28,6

Table 4.23: The different expectations of staff on service quality.

Statements expectation	SD	D	N	A	SA
Tangibility					
3. Employees have a neat and professional appearance.		14,3		28,6	57,1
Reliability					
6. Dependable in handling queries.			14,3	28,6	57,1

Gupta and Bansal (2011:91) elaborated and said that variables such as Tangibility, Reliability, Responsiveness Assurance and Empathy could present itself in the service quality dimensions of skin care clinics differently. The findings concerning the service quality of clients' and employees correlated to that of previous research conducted.

4.7 Summary

Chapter four presented data emanating from the survey conducted amongst clients and staff respectively at Placecol skin care clinic. The researcher made references to previous studies as well as literature to provide a cross comparison of results. Descriptive and inferential statistics were used to answer the key research questions and hypotheses. Overall, it emerged that both clients' and staff at Placecol skin care clinic were satisfied with the quality of services provided. The following chapter will discuss the results emanating from the analysis of the data. Chapter Five introduces critical recommendations and solutions for skin care clinics regarding service quality. In addition, key insights into the benefits of the research as well as how the data answered the research questions is presented.

Chapter 5

Recommendations and Conclusion

5. Introduction

The essence of good service quality is brought forth in the execution of customer service as well as continuously building a loyal customer base. The building blocks for a strong clients' service foundation rest upon loyalty amongst clients' /staff/ consumers'. Chapter four showcased empirical results relating to the gaps in service quality, gaps in the biographical data and compared different hypothesis and objectives to test the research phenomenon. The gaps outline in the previous study was based on the SERVQUAL model, the model brought to light certain barriers that Placecol skin care clinic need to overcome for the clients' and staff to enjoy effective customer service. Recommendation and findings will follow and will include 360-degree involvement of Placecols staff and clients'. By eradicating the gaps that was identified in chapter four, Placecol skin care clinic will allow a seamless relaxing experience for all Placecol skin care clients'.

5.1 Has the data answered the research questions?

The empirical data set out in chapter four has answered the research question. However, the data did not find any significant dissimilarities in perception and expectations for demographic variables in client or staff respondents. In addition, some gaps have been identified, these service dimensions gaps highlighted was assurance. The primary objectives set out in the previous chapter was achieved. The following discussion below will identify the conclusions linked to the empirical study.

5.2 Conclusion on the empirical study results

The primary research objectives as outlined in Chapter four were achieved in this study. The points below answered the research questions and provide answers to the research problem. The research problem: Measuring service quality within a skin care franchise is an indicator of whether the franchise clients' is satisfied or dissatisfied with the service offered. Below is an emphasis on how the research question is linked to the study. As mentioned in chapter one the following research questions are.

5.3 Research questions

The following research questions will be addressed below.

1. What are the different service quality models that can measure the perceive perception and expectations of a skin care franchise?
2. How can the SERVQUAL model identify the service quality “GAPS” in Placecol skin care clinic service deliver?
3. What are clients, staff perceived perceptions and expectations on quality of service offered by Placecol skin care clinic?
4. How can management and staff at Placecol skin care clinic enhance service quality in the skin care franchise?

5.4 What are the different service quality models that can measure the perceive perception and expectations of a skin care franchise?

As mention in chapter 4 the different service quality models identified by the researcher was: “Technical and Functional Quality Model” of Grönroos, The “Gaps Model” (SERVQUAL) of Parasuraman, Zeithaml and Berry, The “Attribute Service Quality Model” Of Haywood-Farmer, The Performance Only Model of Service Quality of Cronin and Taylor, The “Ideal Value Model of Service Quality” of Mattsson, just to name a few.

For this study the researcher used the SERVQUAL instrument/Gaps model to measure quality. This enabled the identification of the major Gaps amongst tangibles, reliability, responsiveness, empathy and assurance. Bennett et al, (2002:83) note that the Gaps model emphasizes that managers must understand what customers expect from the service experience. They must also understand the barriers that prevent the firm meeting the needs of its customers.

5.5 What are clients, staff perceived perceptions and expectations on quality of service offered by Placecol skin care clinic?

The below discussion will begin by identifying the staff and client perception and expectations on service quality with regards to tangibles, reliability, responsiveness, empathy and assurance. A summary of the significant findings will be discussed below. Followed by a synopsis of the Gap scores of staff and clients on service quality.

5.5.1 There is a statistically significant difference in the perception of the service quality dimensions amongst the biographical data variables of Placecol skin care clinic employees.

Below is an outline of the different findings between the biographical data amongst staff and clients.

(a) Gender:

The results of the empirical study indicate that there were no statistically significant differences in the tangibles; reliability; responsiveness, empathy; or assurance perceptions amongst the different gender groups representing the client's sample ($p > 0.05$).

Based on the Mann-Whitney Test, the mean ranks were similar between male and female staff with regards to all the SERVQUAL constructs ($p < 0.05$) except for tangible total perception (0.042), reliability total perception (0.042), and assurance total perception (0.042).

The staff at Placecol skin care clinic had different perceptions on the tangible, reliable and assurance perception. Placecols staff may have different perception on the outlay of the franchise the reliability of the treatment and assurance based on the results gathered.

(b) Age:

The results did not find any significant mean differences for all the SERVQUAL construct when compared among the different age groups of clients' ($p > 0.05$).

The present study did not find any significant mean different for all the SERVQUAL construct when compared among the different age groups of staff ($p > 0.05$).

There was no statistically significant difference in the perception of service quality amongst the age groups of staff and clients ($p > 0.05$).

(c) Highest Qualification:

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) based on clients' education.

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) based on staff education.

There was no statistically significant difference in the perception of service quality, amongst the staff and client's qualifications ($p > 0.05$).

5.5.2 There is a statistically significant difference in the expectations of the service quality dimensions amongst the biographical data variables of Placecol skin care clinic employees.

(a) Gender:

Based on the Mann-Whitney Test, the mean ranks were similar between male and female clients with regards to all the SERVQUAL constructs ($p > 0.05$).

Based on the Mann-Whitney Test, the mean ranks were similar between male and female staff with regards to all the SERVQUAL constructs ($p > 0.05$).

There was no statistically significant difference in the expectation of service quality amongst the gender of staff and clients ($p > 0.05$).

(b) Age:

The results did not find any significant mean different for all the SERVQUAL construct when compared among the different age groups for clients ($p > 0.05$).

The present study did not find any significant mean different for all the SERVQUAL construct when compared among the different age groups for staff ($p > 0.05$).

A Kruskal – Wallis test was performed to investigate the expectation of service quality amongst the age of staff and clients no statistically significant difference were found ($p > 0.05$)

(c) Highest Qualification:

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on client's education.

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on employees' education.

Mann – Whitney U Test higher was performed to investigate the expectation of service quality based on clients and staff education no statistically significant difference were found ($p > 0.05$).

(d) Years employed.

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on employees' years of experience.

Mann – Whitney U Test was performed to investigate the expectation of service quality based on years employed no statistically significant difference were found ($p > 0.05$)

(e) Type of skin treatment.

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared with types of treatment received by the employees.

Mann – Whitney U Test was performed to investigate the expectation of service quality based on type of skin treatments performed by staff no statistically significant difference were found ($p > 0.05$).

5.6 How can the SERVQUAL model identify the service quality “GAPS” in Placecol skin care clinic service deliver?

(a) There is a statistically significant difference in the service quality gap scores among different age categories of employees.

The results obtained from the Kruskal - Wallis – Test indicated that there are little to no statistically significant differences in the Gap scores. The quality dimensions amongst staff at Placecol skin care clinic ($p > 0.05$). The hypothesis will be rejected.

(b) There is a statistically significant difference in the service quality gap scores among different age categories of clients.

The empirical results obtained from the Kruskal - Wallis – Test indicated that there are no statistically significant differences in the Gap scores. The quality dimensions amongst clients' at Placecol skin care clinic ($p > 0.05$). The hypothesis will be rejected.

(c) There is a statistically significant difference in the gap scores between Placecol skin care clinic male and female employee respondents.

The empirical results obtained from the Mann – Whitney U test indicated that there **was** a statistically significant difference in the Gap scores between the male and female clients at Placecol skin care clinic. The reliability Gap was identified in the Mann Whitney U test. The results found that the female clients had a significantly higher mean rank than the male participants. Referring to Table 7 appendix I. a Total of 53 clients completed the questionnaire, 6 male and 46 females. The male participants had a mean rank of 19.50 compared to the female participants whom had a mean rank of 27.41. The hypothesis will be accepted.

(d) There is a statistically significant difference in the gap scores between Placecol skin care clinic male and female client respondents.

The results obtained from the Mann – Whitney U test indicated that there are no statistically significant differences in the Gap scores between the male and female staff at Placecol skin care clinic. The hypothesis will be rejected

5.7 Significant findings

The empirical results have identified the significant areas that Placecol skin care clinic need to give attention too.

- 1) The perception of Placecols skin care clinic male and female staff have identified three SERVQUAL constructs that need attention 1. Tangible total perception, 2. Reliability total perception, 3. Assurance total perception. Male staff members had the lowest mean rank compared to the female employees that had a significantly higher mean rank. Suggesting that the male counterpart had low perception on tangibility, reliability and assurance of Placecol skin care clinic. Whereby the male staff members may perceive that Placecol skin

care clinic have an unappealing working environment and facility. For the reliability dimension, these male staff members may have had weak perception that the skin care franchise doesn't honour service as promises made to them. The male staff members may perceive that the skin care franchise offers a low assurance when it comes to service offered.

- 2) The Mann – Whitney U test indicated that there **was** a statistically significant difference in the Gap scores between the male and female clients at Placecol skin care clinic. The reliability Gap was identified as the SERVQUAL construct than needs attention. Male staff members had the lowest mean rank compared to the female employees that had a significantly higher mean rank. Implying that the male clients may feel that Placecols skin care clinic provide low reliability when referring to services offered.

Referring to the previously mention research problem. Have the researcher used the necessary measuring tools to identify if the clients are satisfied or dissatisfied with the service offered at Placecol skin care clinic? The study has identified that the clients feels our service is satisfactory, but the study also identified problem areas that needs to be addressed. The following is the strategies and recommendations that the management team may implement to improve these “Gaps”

5.8 How can management and staff at Placecol skin care clinic enhance service quality in the skin care franchise?

5.8.1 Recommendations

Short and medium-term recommendations for Placecol skin care clinic clients’: Reliability Gap

Evaluating the perceptions and expectation of clients’ and staff members at Placecol skin care clinic on the aspects of service quality, has provided a wide range of insights on how the staff and management may improve the skin care business. The contribution of this study has made the management of the skin care clinic re-evaluate their product and treatment offerings. This will

have an aggressive approach on the clients' and staff that has showed and displayed a high level of expectation and perception on service quality at Placecol skin care clinic. A bid will be brought forward to deal with the aspects highlighted in the product and service offerings. The below discussion will deal with short and medium-term recommendation for Placecol skin care clinic clients' and staff members. Male and female client's reliability perception was one of the Gap's highlighted in the research study that need attention. The 5 dimensions of the SERVQUAL model will be used to provide recommendation on strategies that may be followed to alleviate service quality gaps. The SERVQUAL model is concerned with reducing the gaps within a service organisation in a bid to improve the level of service quality (Khan et al, 2014: 113).

Tangibles:

- Renovate facility and layout of Placecol skin care clinic in Hillcrest KZN.
- Implement new equipment in treatment rooms.
- Provide more up to date skin care reading material for clients' in waiting area.
- Clean and refurbish furniture and equipment and replace where necessary.
- Pedicure and treatment rooms should be well lit replace lightbulbs with stronger lights.
- The treatment brochures should be more colourful and appealing to the client.
- Create easy access for disabled clients'.
- Reception desk should be neat and presentable always.

Reliability:

- Placecol skin care clinic should develop a strategy or system that simplifies and standardize the service production to guarantee that the core service delivery is reliable and simple.
- Marketing communication on social media that is aimed at the clients' of Placecol skin care clinic should be reviewed by all management to see if it is realistic and achievable.
- Placecol management needs to understand that clients' have an everchanging nature, and their needs varies on a day to day basis. Proper market research on new treatments and technological developments needs to be implemented on a continues basis.
- Reliability on the service quality and delivery aspects needs to well management.

Responsiveness:

- Standardise procedures need to be development and implemented to take full advantage of service responsiveness that occurred regular basis.
- Placecol management should train the staff week on how and when to respond when necessary.
- Management should create manuals to help staff to fall back on how they should respond to certain situation that may occur.
- The staff members should assist the clients' in a prompt manner so that the customer shouldn't have to wait for long duration to be assisted.
- Due to the changing nature in the service environment management should individualize or customize on clients' service response as much as possible.
- Senior management should know how service outcomes are viewed by the client.

Assurance:

- The client should feel at ease that management would create trust and confidence in the service encounter through the expertise knowledge and skill they provide.
- Placecol skin care clinic should create an organization wide image that reflects the core value of the franchise. Values such as teaching, reach on new treatment and community engagement.
- Developing a brand image should be an essential building block that needs to reflect high quality service that Placecol skin care clinic offers.
- Management and staff can create culture in which the staff professional appearance, exterior and interior facade of the franchise, positive attitudes of the employees and pleasant relaxing surroundings to reassure clients.

Empathy:

- Employees of the skin care franchise should make the clients' feel important to respond quickly to their needs and understand the clients' concerns.
- Employees should be more empathetic towards clients' needs, especially to those that had a bad day and want a relaxing experience.
- The body treatments should be tailored to the customers' needs as much as possible.
- Building a personal connection is key for building a long-term lasting relationship with the customer.
- Provide staff with the necessary training to try to remember clients' name or aspects of the clients' life that can be traced back to the customers' needs.

5.8.2 Short and medium-term recommendations for Placecol skin care clinic staff: Tangibles, Reliability, Assurance.

The below are the short and medium-term recommendation for Placecol skin care clinic staff that will be discussed below: Tangible total perception, Reliability total perception, Assurance total perception was the constructs that was identified that needed attention.

Tangibles:

- Staff at the skin care franchise should be provided with a pleasant working environment.
- Staff at the skin care franchise should have the best equipment available to improve and deliver the best quality treatments and service. This might include CEYA, Soft laser, Micro-Dema-Laser machines and computer for front desk.
- The employees should have comfortable space to deliver treatments.
- The employees should have a kitchen and lockers where they can take a break and securely lock their personal belongings.

Reliability:

- Placecol skin care clinic should administer annual staff surveys to obtain a good understanding of the staff needs.
- The franchise employees' expectation on service encounters and treatment offering should be well managed.
- Guarantees made by management should be honoured.

Responsiveness:

- SOP's (standard operating procedures) needs to be implemented to deal with responsiveness in service situation that may occur.
- Management should encourage staff to do training of aspects such as first aid training to respond, assist and provide the necessary support to clients' and staff.
- Policy manuals should be created to deal with complaints and unpleasant clients'.
- Management should have an understanding on how service processes and outcome are viewed by the franchise staff.

Assurance:

- Management should give assurance to the staff members that senior management has the knowledge and expertise to deal with request, disputes and problems.
- Management should continuously create an organization wide image of core values that Placecol skin care clinic is committed to community, teaching and development of staff.
- The skin care franchise management staff should ensure the safety of staff in the work environment.
- Proper security measure should be put in place safeguard the staff against bomb threats and robberies that might occur in the mall should.

Empathy:

- Management should create an environment that employees can speak to the management team with their needs and concerns.
- Management in operation should be more empathetic to employees' feelings and needs.
- Management should be more empathetic towards staff that lost love ones.
- When employees of Placecol skin care clinic is on sick leave management should be more empathetic.
- Staff members at Placecol that have young children should receive more compassion when children are sick and when comes to overtime worked.

5.9 Develop strategies that are closely linked to the tangibility, reliability and assurance perception of male and female client and staff.**5.9.1 (a) Develop in branch responsibilities for skin care staff to deal with the tangibility perception.**

The skin care franchise should develop a job profiling portfolio system, this will mean that all Placecol skin care staff will be responsible for certain service quality dimensions. i.e. one team member might be responsible for the tangible aspect of the branch (General housekeeping). Another member may be responsible for certain security checks so that the skin care franchise can keep error-free records.

The object is one member receives the responsibility of cleanliness and security to maintain the franchise look and feel. All staff member would know who is responsible for what. By implementing job profiling strategy will eliminate the tangible perception of unclean and unpleasant work environment from management staff. This would provide cleanliness and comfortable space to deliver treatments. By providing each therapist with the necessary responsibility will eradicate unpleasant work environment. Each staff member would have equal opportunity to rotate and be responsible for different shifts.

5.9.2 (b) Develop a strategy to eliminate the reliability perception of staff and clients.

The skin care franchise should build and maintain a customer database to include all clients' details. This extensive record keeping system would provide essential information to expand the franchise for any future service delivery. The relationship management database may be used for marketing and promotion exposure. Notes can be placed on the clients' portfolio if the customer has certain allergies or areas of concern that needs to be avoided when delivering the skin treatment.

This will eliminate the perception from clients that Placecol skin care clinic is unreliable. The staff at Placecol skin care clinic should constantly be motivated and reminded by management and other staff members to portray an image and culture that is a representation of the skin care franchise. Placecol skin care clinic vision and mission of attaining service excellence should be communicated to the staff members. Performance incentives' such as time off, retail shopping vouchers and even cell phone vouchers can be introduced by management and implemented in the skin care franchise to reward staff on their performance of service quality excellence. This would eliminate the unreliability perception that client and staff might have of Placecol skin care clinic.

5.9.3 (c) Client networking and retention relationship strategies to manage the assurance perception of staff.

The skin care franchise management and marketing team should identify important networking events i.e. Fundraiser such as the Robin Hood Foundation (non-profit organization that sponsors clothes to underprivileged children) gala dinners, networking sessions such as the BNI (business network international) networking with key corporate beauty industry's i.e. Gerald Welsh hair salon to encourage and expand to a larger client base. This will provide a large corporate exposure. This would portray a favourable image that Placecol skin care clinic is here to stay and grow. By using this channel marketing events would eliminate the low assurance perception that Placecol staff might have.

Placeol skin care clinic should continuously motivated, educated and give training on service excellence by Implementing customer care initiatives to improve service delivery. Create and advertise the skin care brand to create a superior product that clients' see as a house hold name.

The skin care franchise public relations should be developed by brochures, posters, article in the local newspaper and customers service reports made by satisfied clients. Local events', conferences, exhibitions, charitable causes and community projects that attract large number of clients. Skin care brochures should be created and distributed on streets, open day events are essential to promote the skin care franchisees.

Market research on new and current service quality aspects should be researched. Perform a market research segmentation analysis to determine different variables that may affect the market segment. Affordability of treatments and products and the easy accessibility of the franchise location are important considerations that have a crucial impact of the potential customers.

5.10 Directions for future research

- The investigation focused on staff and clients at a skin care franchise in Durban only. The main motivation of the study was to answer the research problem: Measuring service quality within a skin care franchise is an indicator of whether the franchise clients' is satisfied or dissatisfied with the service offered. The question has been asked and answered. The clients and staff are satisfied with the service offer by the skin care franchise. However, their where Gaps that was identified using the SERVQUAL model, and strategies develop to eliminate these issues.
- A more comprehensive investigation could have taken place provincially or nationally on all the major skin care franchises in South-Africa. This would have provided a more comparative analysis of the way skin care clients' view quality dimensions.

- Further areas of research could be attempted to investigate why and how the market segment choose a skin care franchise and the motivation behind their decision.
- Additional areas of future research include service marketing connected to quality research. Examples include corporate branding and its impact on franchise stakeholders, the impact of positive or negative public relations, the changing dynamics of clients and the reasons why they choose a skin care franchise.

5.11 Summary

The final chapter focused on essential key points that formed a holistic presentation of the topic. The recommendations and practical solutions that can be used and utilised to improve the service quality in a skin care franchise in Durban. Furthermore, implementation of new innovative strategies to attract new clients' and retain old clients' will prove to be beneficial for management team of the skin care franchise and it will make the franchise financially viable for growth. Improving on service quality will increase profitability this will in turn increase the market share for the skin care franchise. Investigating clients' and staff perceptions and expectations will allow Placecol skin care clinic or other similar franchises to be more creative in product differentiation and pricing strategies. This will give a franchise a foot in the right direction to be more competitive in the ever-changing industry. Service quality is an essential dimension in business that can uncover numerous issues hindering productivity. Through proper investigation on the service quality phenomenon franchises such as Placecol skin care clinic will hopefully, eradicate or minimise customer complaints and potential discrepancies that may hinder client retention. The research presented will hopefully create, or motivate, skin care franchises to increase their service quality experience for their clients'. In doing so the skin care franchise will increase the market share that is fixated on client – centricity, deep and meaningful financial relationships as well as a strong level of trust between new and existing clients'.

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APPENDIX A



Mrs. J.C. Botha
Managing Director:Placecol skin care clinic
UF06 Hillcrest corner
51-53 Old main road, Hillcrest, Durban , 3610
20 October 2017

To whom it may concern

RE: PERMISSION TO CONDUCT RESEARCH

Gatekeeper's permission is hereby granted to Reiner Botha student number 215082387 to conduct a research study at Placecol skin care clinic Hillcrest (DURBAN). The title of your research project is:

"Service quality at a skin care franchise: A case study of Placecol skin care clinics in Durban, South Africa"

It is noted that you will be conducting your research project as follows:

Requesting responses by providing Placecol skin care clinic staff and customers with questionnaires.

Please note that the data collected must be treated with due confidentiality and anonymity.

Yours sincerely

Mrs. J.C. Botha



Placecol skin care clinic • UFO6, HILLCREST CORNER, 51 - 53 OLD MAIN ROAD, HILLCREST,Durban
Tel: (031) 765 2382 • Mobile: 072 0206 965 • • hillcrest@placecol.com •

APPENDIX B



4 December 2017

Mr RJJP Botha 215082387
School of Management, IT and Governance
Westville Campus

Dear Mr Botha

Protocol reference number: HSS/2125/017M
Project Title: Service quality at a skin care franchise in Durban

Full Approval – Expedited Application

In response to your application received 1 November 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....
Dr Shenuka Singh (Chair)
Humanities & Social Sciences Research Ethics Committee

/pm

Cc Supervisors: Dr Vannie Naidoo
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee
Dr Shenuka Singh (Chair)

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APPENDIX C

DECLARATION OF CONSENT

PROJECT TITLE: SERVICE QUALITY AT A SKIN CARE FRANCHISE: A CASE STUDY OF PLACECOL SKIN CARE CLINICS IN DURBAN, SOUTH AFRICA.

RESEARCHER

Full Name: Reiner JJP Botha

School: Management

College: Marketing

Campus: Westville

Proposed Qualification:

Mcom Marketing Management

Contact: 082 89 42 936

Email: reinerbotha@gmail.com

SUPERVISOR

Full Name of Supervisor: Dr Vannie Naidoo

School: Management

College: Marketing

Campus: Westville

Contact details: 0312608080

Email: naidoova@gmail.com

HSSREC RESEARCH OFFICE

Full Name: Prem Mohun

HSS Research Office

Govan Bheki Building

Westville Campus

Contact: 0312604557

Email: mohunp@ukzn.ac.za

I am Reiner Botha, Student no 215082387, a master's student, at the School of Management, IT and Governance, at the University of KwaZulu-Natal. You are invited to participate in a research project entitled: **Service quality at a skin care franchise in Durban**. The aim of this study is to investigate the service environment within the skin care franchise in Durban, and its effectiveness in successfully managing customers' and their needs.

Through your participation I hope to understand the correlation between the consumers' perceived perception, in relation with actual experience encounter by the customer. The results of the survey are intended to draw conclusions, provide recommendations and make improvements in customer service delivery industry. This information will ensure that greater levels of customer satisfaction is attained through the service process.

Your participation is voluntary and there is no penalty if you do not participate in the study. Please sign on the dotted line to show that you have read and understood the contents of this letter. The questionnaire will take approximate 10 minutes to complete.

DECLARARTION OF CONSENT

I..... (Full Name) hereby confirm that I have read and understand the contents of this letter and the nature of the research project has been clearly defined prior to participating in this research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Participants
Signature.....

Date.....

**Questionnaire
(Customers)**

**UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANAGEMENT STUDIES**

1. Are you?

Male	
Female	

2. Your age-group is

18-25	
25-35	
35-50	
50-65	
>65	

3. Your level of education

High school	
Tertiary qualification	

4. How long have you been receiving skin care treatment at Placecol skin care clinic?

1-5 years	
5-10 years	
>10	

5. What type of skin care treatments/services have you done at Placecol skin care clinic?

Energy Boost Facial	
Calming Chamomile Facial	
Hydro Cocoa Facial	
Cleansing Clay Facial	
Nature's Resurfacing Facial	
Vitamin C Glow Facial	
Bank and Neck / full body Massage	
Nails / manicures	
Feet / Pedicures	

SECTION B: CUSTOMER EXPECTATION OF THE SKIN CARE FRANCHISE

The following 22 statements will analyse the customers' concept of an excellent skin care franchise.

The scale is as follows:

SECTION B: EXPECTATIONS					
TANGIBLES	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. An excellent skin care franchise has modern equipment.	1	2	3	4	5
2. An excellent skin care franchise has visually appealing facilities.	1	2	3	4	5
3. An excellent skin care franchise has employees who have a neat and professional appearance.	1	2	3	4	5
4. An excellent skin care franchise has visually appealing materials associated with the service (website, brochures and display posters).	1	2	3	4	5

RELIABILITY					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
5. An excellent skin care franchise provides services as promised.	1	2	3	4	5
6. An excellent skin care franchise has employees that are dependable in handling queries.	1	2	3	4	5
7. An excellent skin care franchise provides services right the first time.	1	2	3	4	5
8. An excellent skin care franchise provides services at the promised time.	1	2	3	4	5
9. An excellent skin care franchise maintains error-free records.	1	2	3	4	5

RESPONSIVENESS					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
10. An excellent skin care franchise provides prompt service to clients’.	1	2	3	4	5
11. An excellent skin care franchise has employees that keeps clients informed about when services will be performed.	1	2	3	4	5
12. An excellent skin care franchise has employees who are willing to help clients’.	1	2	3	4	5
13. An excellent skin care franchise has employees that are always ready to respond to clients’ requests.	1	2	3	4	5

ASSURANCE					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
14. An excellent skin care franchise has employees who instil confidence in clients’.	1	2	3	4	5
15. An excellent skin care franchise has employees that make clients feel safe in their skin care treatments.	1	2	3	4	5
16. An excellent skin care franchise has employees who are courteous to clients.	1	2	3	4	5
17. An excellent skin care franchise has employees who have the knowledge to answer clients’ concerns and queries.	1	2	3	4	5

EMPHATY					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
18. An excellent skin care franchise has employees who provides clients with individual attention.	1	2	3	4	5
19. An excellent skin care franchise has employees who deal with clients in a caring manner.	1	2	3	4	5
20. An excellent skin care franchise has employees who have the clients’ best interest at heart.	1	2	3	4	5

21. An excellent skin care franchise has employees who understand the needs of their clients.	1	2	3	4	5
22. An excellent skin care franchise provides convenient operating hours.	1	2	3	4	5

SECTION C: PERCEPTIONS

The following 22 statements will analyse what the customer think **Placecol skin care clinic should do.**

The scale is as follows:

SECTION C: PERCEPTIONS					
TANGIBLES	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Placecol skin care clinic has modern equipment.	1	2	3	4	5
2. Placecol skin care clinic has visually appealing facilities.	1	2	3	4	5
3. Placecol skin care clinic has employees who have a neat and professional appearance.	1	2	3	4	5
4. Placecol skin care clinic has visually appealing materials associated with the service (website, brochures and display posters)	1	2	3	4	5

RELIABILITY					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
5. Placecol skin care clinic provides services as promised.	1	2	3	4	5
6. Placecol skin care clinic employees are dependable in handling clients' queries	1	2	3	4	5
7. Placecol skin care clinic has employees who perform services right the first time.	1	2	3	4	5
8. Placecol skin care clinic provides services at the promised time.	1	2	3	4	5
9. Placecol skin care clinic maintains error-free records.	1	2	3	4	5

RESPONSIVENESS					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
10. Placecol skin care clinic provides prompt service to clients’.	1	2	3	4	5
11. Placecol skin care clinic has employees who keep clients informed about when services will be performed.	1	2	3	4	5
12. Placecol skin care clinic has employees who are willing to help clients’.	1	2	3	4	5
13. Placecol skin care clinic has employees that are always ready to respond to clients’ requests.	1	2	3	4	5
14. Placecol skin care clinic has employees who instil confidence in customers’.	1	2	3	4	5
15. Placecol skin care clinic has employees that make clients’ feel safe in skin care treatment	1	2	3	4	5
16. Placecol skin care clinic has employees who are consistently courteous to clients’.	1	2	3	4	5
17. Placecol skin care clinic has employees who have the knowledge to answer clients’ concerns and queries.	1	2	3	4	5

EMPHATY					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
18. Placecol skin care clinic has employees who give clients’ individual attention.	1	2	3	4	5
19. Placecol skin care clinic has employees who deal with clients’ in a caring manner.	1	2	3	4	5
20. Placecol skin care clinic has employees who have the clients’ best interest at heart.	1	2	3	4	5
21. Placecol skin care clinic employees understand the needs of their clients’.	1	2	3	4	5
22. Placecol skin care clinic provides convenient operating hours for clients’.	1	2	3	4	5

APPENDIX D

DECLARATION OF CONSENT

PROJECT TITLE: SERVICE QUALITY AT A SKIN CARE FRANCHISE: A CASE STUDY OF PLACECOL SKIN CARE CLINICS IN DURBAN, SOUTH AFRICA.

RESEARCHER

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Proposed Qualification:

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I am Reiner Botha, Student no 215082387, a master's student, at the School of Management, IT and Governance, at the University of KwaZulu-Natal. You are invited to participate in a research project entitled: **Service quality at a skin care franchise: A case study of Placecol skin care clinics in Durban, South Africa.** The aim of this study is to investigate the service environment within the skin care franchise in Durban, and its effectiveness in successfully managing customers' and their needs.

Through your participation I hope to understand the correlation between the consumers' perceived perception, in relation with actual experience encounter by the customer. The results of the survey are intended to draw conclusions, provide recommendations and make improvements in customer service delivery industry. This information will ensure that greater levels of customer satisfaction is attained through the service process.

Your participation is voluntary and there is no penalty if you do not participate in the study. Please sign on the dotted line to show that you have read and understood the contents of this letter. The questionnaire will take approximate 10 minutes to complete.

DECLARATION OF CONSENT

I..... (Full Name) hereby confirm that I have read and understand the contents of this letter and the nature of the research project has been clearly defined prior to participating in this research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Participants
Signature.....

Date.....

**Questionnaire
(Employees)**

**UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANAGEMENT STUDIES**

1. Are you?

Male	
Female	

2. Your age-group is

18-25	
25-35	
35-50	
50-65	
>65	

3. Your level of education

High school	
Tertiary qualification	

4. How long have you been in our business?

1-5 years	
5-10 years	
>10	

5. In which departments are you working in?

Operations Department	
Management Department	

SECTION B: CUSTOMER EXPECTATION OF THE SKIN CARE FRANCHISE

The following 22 statements will analyse the customers' concept of an excellent skin care franchise.

The scale is as follows:

SECTION B: EXPECTATIONS					
TANGIBLES	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. An excellent skin care franchise has modern equipment.	1	2	3	4	5
2. An excellent skin care franchise has visually appealing facilities.	1	2	3	4	5
3. An excellent skin care franchise has employees who have a neat and professional appearance.	1	2	3	4	5
4. An excellent skin care franchise has visually appealing materials associated with the service (website, brochures and display posters).	1	2	3	4	5

RELIABILITY					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
5. An excellent skin care franchise provides services as promised.	1	2	3	4	5
6. An excellent skin care franchise has employees that are dependable in handling queries.	1	2	3	4	5
7. An excellent skin care franchise provides services right the first time.	1	2	3	4	5
8. An excellent skin care franchise provides services at the promised time.	1	2	3	4	5
9. An excellent skin care franchise maintains error-free records.	1	2	3	4	5

RESPONSIVENESS					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
10. An excellent skin care franchise provides prompt service to clients’.	1	2	3	4	5
11. An excellent skin care franchise has employees that keeps clients informed about when services will be performed.	1	2	3	4	5
12. An excellent skin care franchise has employees who are willing to help clients’.	1	2	3	4	5
13. An excellent skin care franchise has employees that are always ready to respond to clients’ requests.	1	2	3	4	5

ASSURANCE					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
14. An excellent skin care franchise has employees who instil confidence in clients’.	1	2	3	4	5
15. An excellent skin care franchise has employees that make clients’ feel safe in their skin care treatments.	1	2	3	4	5
16. An excellent skin care franchise has employees who are courteous to clients’.	1	2	3	4	5
17. An excellent skin care franchise has employees who have the knowledge to answer clients’ concerns and queries.	1	2	3	4	5

EMPHATY					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
18. An excellent skin care franchise has employees who provides clients with individual attention.	1	2	3	4	5
19. An excellent skin care franchise has employees who deal with clients’ in a caring manner.	1	2	3	4	5
20. An excellent skin care franchise has employees who have the clients’ best interest at heart.	1	2	3	4	5

21. An excellent skin care franchise has employees who understand the needs of their clients’.	1	2	3	4	5
22. An excellent skin care franchise provides convenient operating hours.	1	2	3	4	5

SECTION C: PERCEPTIONS

The following 22 statements will analyse what the customer think **Placecol skin care clinic should do.**

The scale is as follows:

SECTION C: PERCEPTIONS					
TANGIBLES	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Placecol skin care clinic has modern equipment.	1	2	3	4	5
2. Placecol skin care clinic has visually appealing facilities.	1	2	3	4	5
3. Placecol skin care clinic has employees who have a neat and professional appearance.	1	2	3	4	5
4. Placecol skin care clinic has visually appealing materials associated with the service (website, brochures and display posters)	1	2	3	4	5

RELIABILITY					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
5. Placecol skin care clinic provides services as promised.	1	2	3	4	5
6. Placecol skin care clinic employees are dependable in handling clients’ queries	1	2	3	4	5
7. Placecol skin care clinic has employees who perform services right the first time.	1	2	3	4	5
8. Placecol skin care clinic provides services at the promised time.	1	2	3	4	5
9. Placecol skin care clinic maintains error-free records.	1	2	3	4	5

RESPONSIVENESS					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
10. Placecol skin care clinic provides prompt service to clients’.	1	2	3	4	5
11. Placecol skin care clinic has employees who keep clients informed about when services will be performed.	1	2	3	4	5
12. Placecol skin care clinic has employees who are willing to help clients’.	1	2	3	4	5
13. Placecol skin care clinic has employees that are always ready to respond to clients’ requests.	1	2	3	4	5
14. Placecol skin care clinic has employees who instil confidence in customers’.	1	2	3	4	5
15. Placecol skin care clinic has employees that make clients feel safe in skin care treatment.	1	2	3	4	5
16. Placecol skin care clinic has employees who are consistently courteous to clients’.	1	2	3	4	5
17. Placecol skin care clinic has employees who have the knowledge to answer clients’ concerns and queries.	1	2	3	4	5

EMPHATY					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
18. Placecol skin care clinic has employees who give clients’ individual attention.	1	2	3	4	5
19. Placecol skin care clinic has employees who deal with clients’ in a caring manner.	1	2	3	4	5
20. Placecol skin care clinic has employees who have the clients’ best interest at heart.	1	2	3	4	5
21. Placecol skin care clinic employees understand the needs of their clients’.	1	2	3	4	5
22. Placecol skin care clinic provides convenient operating hours for clients’.	1	2	3	4	5

APPENDIX E

The reliability analysis showed that the data were reliable as the Cronbach's Alpha value was 0,966 (Table 1).

Table 1: Reliability analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
0,966	44

A total of 52 customer completed the questionnaire. It was found that most of the participants were female (88.5%), and 80% were >35 years old. Among the participants, about two-thirds had tertiary education and 73% received skin care treatments at Pacecols skin care clinic for five years or less (table 2).

Table 2: Frequency distribution of demographic variables

		Frequency	Percent
Gender	Male	6	11,5
	Female	46	88,5
	Total	52	100,0
Age	18-25 years	4	7,7
	25-35 years	6	11,5
	35-50 years	15	28,8
	50-65 years	18	34,6
	>65 years	9	17,3
Education	High school	19	36,5
	Tertiary education	33	63,5
Duration	1-5 years	38	73,1
	5-10 years	7	13,5
	>10 years	7	13,5

When asked about the treatment, 29% indicated energy boost facial followed by Nails/manicure (23%), and Hydro cocoa facial (15%) respectively (Table 3).

Table 3: distribution of types of treatment

		Frequency	Percent
Type of treatment	Energy boost facial	15	28,8
	Calming chamomile facial	4	7,7
	Hydro cocoa facial	8	15,4
	Natures resurfacing facial	3	5,8
	Vitamin C glow facial	4	7,7
	Back and neck/full body massage	2	3,8
	Nails/manicure	12	23,1
	Feet/pedicure	4	7,7
	Total	52	100,0

Table 4 below shows the summary of statement regarding perception of customers. It was found that most of the participants had very high perception on all the constructs. For example, regarding tangibility, 77% strongly agreed that employees have a neat and professional appearance, and 71% strongly agreed that visually appealing facilities. For reliability, 83% strongly agreed that company provides services as promised, and 75% strongly agreed that it provides services at the promised time. Similarly, for responsiveness, 75% of the customers strongly agreed that it provides prompt service to clients' as well as employees are always ready to respond to clients' requests respectively. With regards to assurance, most of the participants strongly agreed that Placecol skin care clinic make clients' feel safe in their skin care treatments (81%) and employees who are courteous to clients' (79%). For empathy, all the participants positively reported that Placecol skin care clinic dealt with clients' in a caring manner, have the clients' best interest at heart, and understand the needs of their clients'.

Table 4: Frequency distribution of statement regarding perception

Statements for perception	SD	D	N	A	SA
Tangible					
1. Modern equipment.	1,9	3,8		34,6	59,6
2. Visually appealing facilities.				28,8	71,2
3. Employees have a neat and professional appearance.				23,1	76,9
4. Visually appealing material.				30,8	69,2
Reliability					
5. Provides services as promised.				17,3	82,7
6. Dependable in handling queries.			3,8	30,8	65,4
7. Provides services right the first time.			1,9	28,8	69,2
8. Provides services at the promised time.			1,9	23,1	75,0
9. Maintains error-free records.		1,9	1,9	38,5	57,7
Responsiveness					
10. Provides prompt service to clients.				25,0	75,0
11. Keeps clients' informed when services will be performed				26,9	73,1
12. Employees who are willing to help clients.			1,9	25,0	73,1
13. Employees that are always ready to respond to clients' requests.				25,0	75,0
Assurance					
14. Employees who instil confidence in clients.				30,8	69,2
15. Make clients' feel safe in their skin care treatments.				19,2	80,8
16. Employees who are courteous to clients.				21,2	78,8
17. Have the knowledge to answer clients' concerns and queries.				26,9	73,1
Empathy					
18. Provides clients with individual attention.			1,9	19,2	78,8
19. Deal with clients' in a caring manner.				23,1	76,9
20. Have the clients' best interest at heart.				17,3	82,7
21. Understand the needs of their clients'.				21,2	78,8
22. Provides convenient operating hours.			1,9	26,9	71,2

Table 5 below shows the summary of statement regarding expectation of customers. It was found that most of the participants had very high expectation on all the constructs. For example, regarding tangibility, all the participants positively reported that has modern equipment, visually appealing facilities, and employees who have a neat and professional appearance. Similar results were found for all other constructs.

Table 5: Frequency distribution of statement regarding expectation

Statements	SD	D	N	A	SA
1. Has modern equipment.				32,7	67,3
2. Visually appealing facilities.				32,7	67,3
3. Employees who have a neat and professional appearance.				26,9	73,1
4. Visually appealing materials.			1,9	26,9	71,2
Reliability					
5. Provides services as promised.				26,9	73,1
6. Dependable in handling clients' queries.				30,8	69,2
7. Perform services right the first time.				32,7	67,3
8. Provides services at the promised time.				32,7	67,3
9. Maintains error-free records.				23,1	76,9
Responsiveness					
10. Provides prompt service to clients.				21,2	78,8
11. Clients' informed about when services will be performed.			3,8	26,9	69,2
12. Willing to help clients.			1,9	25,0	73,1
13. Always ready to respond to clients' requests.				26,9	73,1
14. Instil confidence in customers.				30,8	69,2
15. Make clients feel safe in skin care treatment.			1,9	28,8	69,2
16. Consistently courteous to clients.			1,9	21,2	76,9
17. Knowledge to answer clients' concerns and queries.			1,9	21,2	76,9
Empathy					
18. Give clients' individual attention.				21,2	78,8
19. Deal with clients' in a caring manner.				23,1	76,9
20. Have the clients' best interest at heart.				17,3	82,7
21. Employees understand the needs of their clients'.				23,1	76,9
22. Convenient operating hours for clients.				19,2	80,8

All the scores for all the statement for each construct were added to get the overall scores for perception and expectation. Then the gap scores were calculated by perception – expectation. If the gap score was negative indicating that the expectation was higher than the perception. This was done for all the constructs and for the overall scores. Further analysis was conducted based on the normality test. The normality test showed that the data were not normally distributed (table 6). Therefore, non-parametric test was performed to compare the mean rank with regards to demographic variables.

Table 6: Normality test output

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Total expectation	0,205	52	0,000	0,851	52	0,000
Total perception	0,221	52	0,000	0,773	52	0,000
Overall gap	0,196	52	0,000	0,884	52	0,000
Total score for Tangibility expectation	0,319	52	0,000	0,773	52	0,000
Total score for reliability exp	0,286	52	0,000	0,781	52	0,000
Total score for responsiveness exp	0,358	52	0,000	0,682	52	0,000
Total score for Assurance exp	0,353	52	0,000	0,709	52	0,000
Total score for Empathy exp	0,365	52	0,000	0,651	52	0,000
Tangible total perception	0,333	52	0,000	0,709	52	0,000
Reliability total perception	0,315	52	0,000	0,729	52	0,000
Responsiveness total perception	0,345	52	0,000	0,708	52	0,000
Assurance total perception	0,369	52	0,000	0,708	52	0,000
Empathy total perception	0,410	52	0,000	0,608	52	0,000
Gap for Tangible	0,295	52	0,000	0,806	52	0,000
Gap for Reliability	0,285	52	0,000	0,860	52	0,000
Gap for Responsiveness	0,421	52	0,000	0,545	52	0,000
Gap for Assurance	0,342	52	0,000	0,810	52	0,000
Gap for Empathy	0,340	52	0,000	0,752	52	0,000
a. Lilliefors Significance Correction						

Based on the Mann-Whitney Test, the mean ranks were similar between male and female customers with regards to all the SERVQUAL constructs ($p > 0.05$) except for reliability gap where female had significantly higher mean rank than male participants ($p < 0.05$).

Table 7: Mann-Whitney Test output for gender

Gender		N	Mean Rank	Sum of Ranks	Mann-Whitney U	Z	p-value
Total expectation	Male	6	30,17	181,00	116,000	-0,642	0,521
	Female	46	26,02	1197,00			
	Total	52					
Total perception	Male	6	24,25	145,50	124,500	-0,402	0,687
	Female	46	26,79	1232,50			
	Total	52					
Overall gap	Male	6	20,08	120,50	99,500	-1,120	0,263
	Female	46	27,34	1257,50			
	Total	52					
Total score for Tangibility expectation	Male	6	34,00	204,00	93,000	-1,408	0,159
	Female	46	25,52	1174,00			
	Total	52					
Total score for reliability exp	Male	6	33,42	200,50	96,500	-1,274	0,203
	Female	46	25,60	1177,50			
	Total	52					
Total score for responsiveness exp	Male	6	25,42	152,50	131,500	-0,213	0,831
	Female	46	26,64	1225,50			
	Total	52					
Total score for Assurance exp	Male	6	33,92	203,50	93,500	-1,439	0,150
	Female	46	25,53	1174,50			
	Total	52					
Total score for Empathy exp	Male	6	29,50	177,00	120,000	-0,599	0,549
	Female	46	26,11	1201,00			
	Total	52					
Tangible total perception	Male	6	29,83	179,00	118,000	-0,635	0,526
	Female	46	26,07	1199,00			
	Total	52					
Reliability total perception	Male	6	19,50	117,00	96,000	-1,316	0,188
	Female	46	27,41	1261,00			
	Total	52					
Responsiveness total perception	Male	6	27,17	163,00	134,000	-0,129	0,897
	Female	46	26,41	1215,00			
	Total	52					

Assurance perception	total	Male	6	25,33	152,00	131,000	-0,229	0,818
		Female	46	26,65	1226,00			
		Total	52					
Empathy perception	total	Male	6	24,33	146,00	125,000	-0,457	0,648
		Female	46	26,78	1232,00			
		Total	52					
Gap for Tangible		Male	6	22,25	133,50	112,500	-0,814	0,416
		Female	46	27,05	1244,50			
		Total	52					
Gap for Reliability		Male	6	14,08	84,50	63,500	-2,304	0,021
		Female	46	28,12	1293,50			
		Total	52					
Gap for Responsiveness		Male	6	24,17	145,00	124,000	-0,583	0,560
		Female	46	26,80	1233,00			
		Total	52					
Gap for Assurance		Male	6	20,83	125,00	104,000	-1,086	0,277
		Female	46	27,24	1253,00			
		Total	52					
Gap for Empathy		Male	6	20,08	120,50	99,500	-1,280	0,200
		Female	46	27,34	1257,50			
		Total	52					

The results did not find any significant mean different for all the SERVQUAL construct when compared among the different age groups ($p > 0.05$).

Table 8: Kruskal-Wallis Test output for age

Age		N	Mean Rank	Kruskal-Wallis H	df	p-value
Total expectation	18-25 years	4	22,00	0,536	4	0,970
	25-35 years	6	27,50			
	35-50 years	15	27,47			
	50-65 years	18	26,97			
	>65 years	9	25,28			
	Total	52				

Total perception	18-25 years	4	25,63	0,554	4	0,968
	25-35 years	6	26,58			
	35-50 years	15	25,97			
	50-65 years	18	28,31			
	>65 years	9	24,11			
	Total	52				
Overall gap	18-25 years	4	29,00	2,033	4	0,730
	25-35 years	6	29,75			
	35-50 years	15	22,77			
	50-65 years	18	29,03			
	>65 years	9	24,39			
	Total	52				
Total score for Tangibility expectation	18-25 years	4	25,13	2,738	4	0,603
	25-35 years	6	27,17			
	35-50 years	15	24,43			
	50-65 years	18	30,47			
	>65 years	9	22,17			
	Total	52				
Total score for reliability exp	18-25 years	4	22,00	1,196	4	0,879
	25-35 years	6	31,17			
	35-50 years	15	25,23			
	50-65 years	18	26,75			
	>65 years	9	27,00			
	Total	52				
Total score for responsiveness exp	18-25 years	4	22,88	1,232	4	0,873
	25-35 years	6	25,50			
	35-50 years	15	29,37			
	50-65 years	18	25,14			
	>65 years	9	26,72			
	Total	52				
Total score for Assurance exp	18-25 years	4	29,75	2,319	4	0,677
	25-35 years	6	19,33			
	35-50 years	15	28,07			
	50-65 years	18	27,47			
	>65 years	9	25,28			
	Total	52				
	18-25 years	4	19,38	2,283	4	0,684

Total score for Empathy exp	25-35 years	6	25,25			
	35-50 years	15	29,60			
	50-65 years	18	26,83			
	>65 years	9	24,67			
	Total	52				
Tangible perception total	18-25 years	4	22,00	1,319	4	0,858
	25-35 years	6	26,75			
	35-50 years	15	26,73			
	50-65 years	18	28,69			
	>65 years	9	23,56			
	Total	52				
Reliability perception total	18-25 years	4	30,13	0,980	4	0,913
	25-35 years	6	27,08			
	35-50 years	15	25,83			
	50-65 years	18	27,72			
	>65 years	9	23,17			
	Total	52				
Responsiveness perception total	18-25 years	4	22,25	1,488	4	0,829
	25-35 years	6	23,33			
	35-50 years	15	28,20			
	50-65 years	18	28,17			
	>65 years	9	24,33			
	Total	52				
Assurance perception total	18-25 years	4	22,13	3,163	4	0,531
	25-35 years	6	27,08			
	35-50 years	15	24,13			
	50-65 years	18	30,69			
	>65 years	9	23,61			
	Total	52				
Empathy perception total	18-25 years	4	28,88	1,622	4	0,805
	25-35 years	6	30,75			
	35-50 years	15	24,47			
	50-65 years	18	27,33			
	>65 years	9	24,33			
	Total	52				
Gap for Tangible	18-25 years	4	19,63	1,865	4	0,761
	25-35 years	6	28,08			

	35-50 years	15	29,27			
	50-65 years	18	25,31			
	>65 years	9	26,28			
	Total	52				
Gap for Reliability	18-25 years	4	31,38	1,245	4	0,871
	25-35 years	6	23,17			
	35-50 years	15	27,03			
	50-65 years	18	27,42			
	>65 years	9	23,83			
	Total	52				
Gap for Responsiveness	18-25 years	4	22,75	1,240	4	0,871
	25-35 years	6	24,67			
	35-50 years	15	26,77			
	50-65 years	18	28,17			
	>65 years	9	25,61			
	Total	52				
Gap for Assurance	18-25 years	4	19,88	7,888	4	0,096
	25-35 years	6	36,67			
	35-50 years	15	21,03			
	50-65 years	18	29,81			
	>65 years	9	25,17			
	Total	52				
Gap for Empathy	18-25 years	4	37,25	6,323	4	0,176
	25-35 years	6	34,00			
	35-50 years	15	22,73			
	50-65 years	18	26,06			
	>65 years	9	23,89			
	Total	52				

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on participant education.

Table 9: Mann-Whitney Test output for education

3. Education.		N	Mean Rank	Sum of Ranks	Mann-Whitney U	Z	p-value
Total expectation	High school	19	24,39	463,50	273,500	-0,775	0,438
	Tertiary education	33	27,71	914,50			
	Total	52					
Total perception	High school	19	25,74	489,00	299,000	-0,287	0,774
	Tertiary education	33	26,94	889,00			
	Total	52					
Overall gap	High school	19	25,63	487,00	297,000	-0,319	0,750
	Tertiary education	33	27,00	891,00			
	Total	52					
Total score for Tangibility expectation	High school	19	25,39	482,50	292,500	-0,436	0,663
	Tertiary education	33	27,14	895,50			
	Total	52					
Total score for reliability exp	High school	19	26,03	494,50	304,500	-0,183	0,855
	Tertiary education	33	26,77	883,50			
	Total	52					
Total score for responsiveness exp	High school	19	23,97	455,50	265,500	-1,045	0,296
	Tertiary education	33	27,95	922,50			
	Total	52					
Total score for Assurance exp	High school	19	24,63	468,00	278,000	-0,762	0,446
	Tertiary education	33	27,58	910,00			
	Total	52					
Total score for Empathy exp	High school	19	23,50	446,50	256,500	-1,258	0,208
	Tertiary education	33	28,23	931,50			
	Total	52					
Tangible total perception	High school	19	28,29	537,50	279,500	-0,716	0,474

	Tertiary education	33	25,47	840,50			
	Total	52					
Reliability total perception	High school	19	25,13	477,50	287,500	- 0,540	0,589
	Tertiary education	33	27,29	900,50			
	Total	52					
Responsiveness total perception	High school	19	23,11	439,00	249,000	- 1,384	0,166
	Tertiary education	33	28,45	939,00			
	Total	52					
Assurance total perception	High school	19	25,63	487,00	297,000	- 0,359	0,720
	Tertiary education	33	27,00	891,00			
	Total	52					
Empathy total perception	High school	19	22,55	428,50	238,500	- 1,748	0,081
	Tertiary education	33	28,77	949,50			
	Total	52					
Gap for Tangible	High school	19	29,92	568,50	248,500	- 1,376	0,169
	Tertiary education	33	24,53	809,50			
	Total	52					
Gap for Reliability	High school	19	24,63	468,00	278,000	- 0,729	0,466
	Tertiary education	33	27,58	910,00			
	Total	52					
Gap for Responsiveness	High school	19	26,89	511,00	306,000	- 0,207	0,836
	Tertiary education	33	26,27	867,00			
	Total	52					
Gap for Assurance	High school	19	26,74	508,00	309,000	- 0,095	0,924
	Tertiary education	33	26,36	870,00			
	Total	52					
Gap for Empathy	High school	19	25,92	492,50	302,500	- 0,243	0,808
	Tertiary education	33	26,83	885,50			
	Total	52					

The reliability analysis showed that the data were reliable as the Cronbach's Alpha value was 0,922 (Table 1).

Table 1: Reliability analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
0,922	44

A total of seven employees completed the questionnaire. It was found that most of the participants were female (71%), and 85% were >25 years old. Among the participants, more than two-thirds (71%) had tertiary education and 86% received skin care treatments at Placecol skin care clinic for five years or less (table 2).

Table 2: Frequency distribution of demographic variables

Variables		Frequency	Percent
Gender	Male	2	28,6
	Female	5	71,4
Age	18-25 years	1	14,3
	25-35 years	2	28,6
	35-50 years	1	14,3
	50-65 years	3	42,9
Education	High school	2	28,6
	Tertiary education	5	71,4
Duration	1-5 years	6	85,7
	>10 years	1	14,3
Department	Operations department	3	42,9
	Management department	4	57,1

Table 3 below shows the summary of statement regarding expectation of the employees. It was found that most of the participants had very high expectation on all the constructs. For example, regarding tangibility, all the employees agreed that employees have a neat and professional appearance, and visually appealing facilities. For reliability, 71% strongly agreed that company

provides services as promised, and all agreed that it provides services at the promised time. Similarly, for responsiveness, Assurance, and Empathy, all the employees positively responded to all the statements.

Table 3: Frequency distribution of statement regarding expectation

Statements expectation	SD	D	N	A	SA
Tangibility					
1. Modern equipment.				42,9	57,1
2. Visually appealing facilities.				71,4	28,6
3. Employees have a neat and professional appearance.		14,3		28,6	57,1
4. Visually appealing material.				28,6	71,4
Reliability					
5. Provides services as promised.				28,6	71,4
6. Dependable in handling queries.			14,3	28,6	57,1
7. Provides services right the first time.				28,6	71,4
8. Provides services at the promised time.				42,9	57,1
9. Maintains error-free records.				85,7	14,3
Responsiveness					
10. Provides prompt service to clients.				42,9	57,1
11. Keeps clients' informed when services will be performed				57,1	42,9
12. Employees who are willing to help clients.					100,0
13. Employees that are always ready to respond to clients' requests.					100,0
Assurance					
14. Employees who instil confidence in clients.				14,3	85,7
15. Make clients' feel safe in their skin care treatments.				14,3	85,7
16. Employees who are courteous to clients.				42,9	57,1
17. Have the knowledge to answer clients' concerns and queries.				57,1	42,9
Empathy					
18. Provides clients with individual attention.				57,1	42,9
19. Deal with clients' in a caring manner.				28,6	71,4
20. Have the clients' best interest at heart.				14,3	85,7
21. Understand the needs of their clients'.				14,3	85,7
22. Provides convenient operating hours.				14,3	85,7

Table 4 below shows the summary of statement regarding perception of employees. It was found that most of the participants had very high perception on all the constructs. For example, regarding tangibility, all the participants positively reported about Visually appealing facilities, and

Employees who have a neat and professional appearance. Similar results were found for all other constructs.

Table 4: Frequency distribution of statement regarding perception

Statements perception	SD	D	N	A	SA
Tangible					
1. Has modern equipment.			14,3	42,9	42,9
2. Visually appealing facilities.				57,1	42,9
3. Employees who have a neat and professional appearance.				14,3	85,7
4. Visually appealing materials.			14,3	28,6	57,1
RELIABILITY					
5. Provides services as promised.				28,6	71,4
6. Dependable in handling clients' queries.			28,6	28,6	42,9
7. Perform services right the first time.			14,3	14,3	71,4
8. Provides services at the promised time.				42,9	57,1
9. Maintains error-free records.			28,6	42,9	28,6
Responsiveness					
10. Provides prompt service to clients.				28,6	71,4
11. Clients' informed about when services will be performed.				42,9	57,1
12. Willing to help clients.				14,3	85,7
13. Always ready to respond to clients' requests.				28,6	71,4
14. Instil confidence in customers.				57,1	42,9
15. Make clients feel safe in skin care treatment.				28,6	71,4
16. Consistently courteous to clients.				42,9	57,1
17. Knowledge to answer clients' concerns and queries.				57,1	42,9
Empathy					
18. Give clients' individual attention.				42,9	57,1
19. Deal with clients' in a caring manner.				28,6	71,4
20. Have the clients' best interest at heart.				28,6	71,4
21. Employees understand the needs of their clients'.				14,3	85,7
22. Convenient operating hours for clients.				28,6	71,4

Based on the Mann-Whitney Test, the mean ranks were similar between male and female employees with regards to all the SERVQUAL constructs ($p > 0.05$) except for Tangible total

perception, Reliability total perception, Assurance total perception, and Empathy total perception where female had significantly higher mean rank than male participants ($p < 0.05$) (Table 5).

Table 5: Mann-Whitney Test output for gender

1. Gender.		N	Mean Rank	Sum of Ranks	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
total expectation	Male	2	1,50	3,00	0,000	-1,954	0,051
	Female	5	5,00	25,00			
	Total	7					
total perception	Male	2	1,50	3,00	0,000	-1,954	0,051
	Female	5	5,00	25,00			
	Total	7					
Overall gap	Male	2	2,00	4,00	1,000	-1,563	0,118
	Female	5	4,80	24,00			
	Total	7					
Total score for Tangibility expectation	Male	2	2,75	5,50	2,500	-0,986	0,324
	Female	5	4,50	22,50			
	Total	7					
Total score for reliability exp	Male	2	2,25	4,50	1,500	-1,380	0,167
	Female	5	4,70	23,50			
	Total	7					
Total score for responsiveness exp	Male	2	2,00	4,00	1,000	-1,673	0,094
	Female	5	4,80	24,00			
	Total	7					
Total score for Assurance exp	Male	2	2,50	5,00	2,000	-1,296	0,195
	Female	5	4,60	23,00			
	Total	7					
Total score for Empathy exp	Male	2	2,25	4,50	1,500	-1,420	0,155
	Female	5	4,70	23,50			
	Total	7					
Tangible total perception	Male	2	1,50	3,00	0,000	-2,029	0,042
	Female	5	5,00	25,00			
	Total	7					
Reliability total perception	Male	2	1,50	3,00	0,000	-2,029	0,042
	Female	5	5,00	25,00			

	Total	7					
Responsiveness total perception	Male	2	1,75	3,50	0,500	-1,826	0,068
	Female	5	4,90	24,50			
	Total	7					
Assurance total perception	Male	2	1,50	3,00	0,000	-2,029	0,042
	Female	5	5,00	25,00			
	Total	7					
Empathy total perception	Male	2	1,75	3,50	0,500	-1,791	0,073
	Female	5	4,90	24,50			
	Total	7					
Gap for Tangible	Male	2	3,00	6,00	3,000	-0,804	0,421
	Female	5	4,40	22,00			
	Total	7					
Gap for Reliability	Male	2	2,00	4,00	1,000	-1,563	0,118
	Female	5	4,80	24,00			
	Total	7					
Gap for Responsiveness	Male	2	2,75	5,50	2,500	-1,581	0,114
	Female	5	4,50	22,50			
	Total	7					
Gap for Assurance	Male	2	3,00	6,00	3,000	-0,804	0,421
	Female	5	4,40	22,00			
	Total	7					
Gap for Empathy	Male	2	3,25	6,50	3,500	-0,615	0,539
	Female	5	4,30	21,50			
	Total	7					

The present study did not find any significant mean different for all the SERVQUAL construct when compared among the different age groups ($p > 0.05$).

2. Age.		N	Mean Rank	Kruskal-Wallis H	df	Asymp. Sig.
total expectation	18-25 years	1	7,00	2,773	3	0,428
	25-35 years	2	2,75			
	35-50 years	1	4,50			
	50-65 years	3	3,67			
	Total	7				
total perception	18-25 years	1	5,50	1,055	3	0,788
	25-35 years	2	4,50			
	35-50 years	1	4,00			
	50-65 years	3	3,17			
	Total	7				
Overall gap	18-25 years	1	2,00	1,964	3	0,580
	25-35 years	2	5,00			
	35-50 years	1	5,50			
	50-65 years	3	3,50			
	Total	7				
Total score for Tangibility expectation	18-25 years	1	6,50	5,556	3	0,135
	25-35 years	2	1,50			
	35-50 years	1	6,50			
	50-65 years	3	4,00			
	Total	7				
Total score for reliability exp	18-25 years	1	7,00	3,157	3	0,368

	25-35 years	2	3,25			
	35-50 years	1	2,00			
	50-65 years	3	4,17			
	Total	7				
Total score for responsiveness exp	18-25 years	1	6,00	1,333	3	0,721
	25-35 years	2	4,00			
	35-50 years	1	4,00			
	50-65 years	3	3,33			
	Total	7				
Total score for Assurance exp	18-25 years	1	6,50	2,322	3	0,508
	25-35 years	2	3,75			
	35-50 years	1	2,50			
	50-65 years	3	3,83			
	Total	7				
Total score for Empathy exp	18-25 years	1	6,00	1,765	3	0,623
	25-35 years	2	4,50			
	35-50 years	1	4,00			
	50-65 years	3	3,00			
	Total	7				
Tangible total perception	18-25 years	1	7,00	2,637	3	0,451
	25-35 years	2	3,25			
	35-50 years	1	3,00			
	50-65 years	3	3,83			
	Total	7				

Reliability total perception	18-25 years	1	4,00	0,049	3	0,997
	25-35 years	2	4,25			
	35-50 years	1	4,00			
	50-65 years	3	3,83			
	Total	7				
Responsiveness total perception	18-25 years	1	6,00	1,137	3	0,768
	25-35 years	2	3,50			
	35-50 years	1	4,00			
	50-65 years	3	3,67			
	Total	7				
Assurance total perception	18-25 years	1	4,00	2,206	3	0,531
	25-35 years	2	4,25			
	35-50 years	1	6,50			
	50-65 years	3	3,00			
	Total	7				
Empathy total perception	18-25 years	1	4,50	2,792	3	0,425
	25-35 years	2	4,50			
	35-50 years	1	6,50			
	50-65 years	3	2,67			
	Total	7				
Gap for Tangible	18-25 years	1	4,00	3,115	3	0,374
	25-35 years	2	5,50			
	35-50 years	1	1,00			
	50-65 years	3	4,00			

	Total	7				
Gap for Reliability	18-25 years	1	2,00	2,882	3	0,410
	25-35 years	2	3,75			
	35-50 years	1	7,00			
	50-65 years	3	3,83			
	Total	7				
Gap for Responsiveness	18-25 years	1	4,50	2,500	3	0,475
	25-35 years	2	2,75			
	35-50 years	1	4,50			
	50-65 years	3	4,50			
	Total	7				
Gap for Assurance	18-25 years	1	2,00	4,154	3	0,245
	25-35 years	2	5,00			
	35-50 years	1	7,00			
	50-65 years	3	3,00			
	Total	7				
Gap for Empathy	18-25 years	1	2,00	2,760	3	0,430
	25-35 years	2	4,50			
	35-50 years	1	6,50			
	50-65 years	3	3,50			
	Total	7				

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared based on employees' education.

3. Education.		N	Mean Rank	Sum of Ranks	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
total expectation	High school	2	4,50	9,00	4,000	-0,391	0,696
	Tertiary education	5	3,80	19,00			
	Total	7					
total perception	High school	2	4,25	8,50	4,500	-0,195	0,845
	Tertiary education	5	3,90	19,50			
	Total	7					
Overall gap	High school	2	4,75	9,50	3,500	-0,586	0,558
	Tertiary education	5	3,70	18,50			
	Total	7					
Total score for Tangibility expectation	High school	2	4,25	8,50	4,500	-0,197	0,844
	Tertiary education	5	3,90	19,50			
	Total	7					
Total score for reliability exp	High school	2	4,50	9,00	4,000	-0,394	0,693
	Tertiary education	5	3,80	19,00			
	Total	7					
Total score for responsiveness exp	High school	2	4,00	8,00	5,000	0,000	1,000
	Tertiary education	5	4,00	20,00			
	Total	7					
Total score for Assurance exp	High school	2	4,50	9,00	4,000	-0,432	0,666
	Tertiary education	5	3,80	19,00			
	Total	7					
Total score for Empathy exp	High school	2	3,75	7,50	4,500	-0,203	0,839
	Tertiary education	5	4,10	20,50			
	Total	7					
Tangible total perception	High school	2	5,00	10,00	3,000	-0,812	0,417
	Tertiary education	5	3,60	18,00			
	Total	7					
	High school	2	5,25	10,50	2,500	-1,015	0,310

Reliability total perception	Tertiary education	5	3,50	17,50			
	Total	7					
Responsiveness total perception	High school	2	4,25	8,50	4,500	-0,203	0,839
	Tertiary education	5	3,90	19,50			
	Total	7					
Assurance total perception	High school	2	4,00	8,00	5,000	0,000	1,000
	Tertiary education	5	4,00	20,00			
	Total	7					
Empathy total perception	High school	2	3,50	7,00	4,000	-0,398	0,691
	Tertiary education	5	4,20	21,00			
	Total	7					
Gap for Tangible	High school	2	5,00	10,00	3,000	-0,804	0,421
	Tertiary education	5	3,60	18,00			
	Total	7					
Gap for Reliability	High school	2	5,25	10,50	2,500	-0,977	0,329
	Tertiary education	5	3,50	17,50			
	Total	7					
Gap for Responsiveness	High school	2	4,50	9,00	4,000	-0,632	0,527
	Tertiary education	5	3,80	19,00			
	Total	7					
Gap for Assurance	High school	2	3,50	7,00	4,000	-0,402	0,688
	Tertiary education	5	4,20	21,00			
	Total	7					
Gap for Empathy	High school	2	4,25	8,50	4,500	-0,205	0,838
	Tertiary education	5	3,90	19,50			
	Total	7					

The study did not find any significant mean different with regards to all the SERVQUAL constructs ($p>0.05$) when compared based on employees' years of experience.

4. Duration.		N	Mean Rank	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
total expectation	1-5 years	6	4,17	0,255	1	0,614
	>10 years	1	3,00			
	Total	7				
total perception	1-5 years	6	4,17	0,255	1	0,614
	>10 years	1	3,00			
	Total	7				
Overall gap	1-5 years	6	3,75	0,573	1	0,449
	>10 years	1	5,50			
	Total	7				
Total score for Tangibility expectation	1-5 years	6	3,83	0,259	1	0,611
	>10 years	1	5,00			
	Total	7				
Total score for reliability exp	1-5 years	6	4,08	0,065	1	0,799
	>10 years	1	3,50			
	Total	7				
Total score for responsiveness exp	1-5 years	6	4,33	1,167	1	0,280
	>10 years	1	2,00			
	Total	7				
Total score for Assurance exp	1-5 years	6	4,25	0,700	1	0,403
	>10 years	1	2,50			
	Total	7				
Total score for Empathy exp	1-5 years	6	4,42	1,716	1	0,190
	>10 years	1	1,50			
	Total	7				
Tangible total perception	1-5 years	6	3,83	0,275	1	0,600
	>10 years	1	5,00			
	Total	7				
Reliability total perception	1-5 years	6	4,00	0,000	1	1,000
	>10 years	1	4,00			
	Total	7				
Responsiveness total perception	1-5 years	6	4,25	0,618	1	0,432
	>10 years	1	2,50			
	Total	7				
Assurance total perception	1-5 years	6	4,00	0,000	1	1,000
	>10 years	1	4,00			

	Total	7				
Empathy total perception	1-5 years	6	4,25	0,594	1	0,441
	>10 years	1	2,50			
	Total	7				
Gap Tangible for	1-5 years	6	4,00	0,000	1	1,000
	>10 years	1	4,00			
	Total	7				
Gap Reliability for	1-5 years	6	3,67	1,018	1	0,313
	>10 years	1	6,00			
	Total	7				
Gap Responsiveness for	1-5 years	6	3,92	0,167	1	0,683
	>10 years	1	4,50			
	Total	7				
Gap Assurance for	1-5 years	6	3,83	0,269	1	0,604
	>10 years	1	5,00			
	Total	7				
Gap Empathy for	1-5 years	6	3,58	1,750	1	0,186
	>10 years	1	6,50			
	Total	7				

The study also did not find any significant mean different with regards to all the SERVQUAL constructs ($p > 0.05$) when compared with types of treatment received by the employees.

5. Type of treatment.		N	Mean Rank	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
total expectation	Energy boost facial	3	5,83	3,850	1	0,050
	Calming chamomile facial	4	2,63			
	Total	7				
total perception	Energy boost facial	3	5,00	1,145	1	0,285
	Calming chamomile facial	4	3,25			
	Total	7				
Overall gap	Energy boost facial	3	3,83	0,032	1	0,858
	Calming chamomile facial	4	4,13			
	Total	7				
	Energy boost facial	3	5,50	2,625	1	0,105

Total score for Tangibility expectation	Calming chamomile facial	4	2,88			
	Total	7				
Total score for reliability exp	Energy boost facial	3	4,83	0,810	1	0,368
	Calming chamomile facial	4	3,38			
	Total	7				
Total score for responsiveness exp	Energy boost facial	3	5,33	2,333	1	0,127
	Calming chamomile facial	4	3,00			
	Total	7				
Total score for Assurance exp	Energy boost facial	3	5,17	1,906	1	0,167
	Calming chamomile facial	4	3,13			
	Total	7				
Total score for Empathy exp	Energy boost facial	3	5,33	2,196	1	0,138
	Calming chamomile facial	4	3,00			
	Total	7				
Tangible total perception	Energy boost facial	3	5,00	1,235	1	0,266
	Calming chamomile facial	4	3,25			
	Total	7				
Reliability total perception	Energy boost facial	3	4,83	0,858	1	0,354
	Calming chamomile facial	4	3,38			
	Total	7				
Responsiveness total perception	Energy boost facial	3	5,33	2,196	1	0,138
	Calming chamomile facial	4	3,00			
	Total	7				
Assurance total perception	Energy boost facial	3	4,83	0,858	1	0,354
	Calming chamomile facial	4	3,38			
	Total	7				
Empathy total perception	Energy boost facial	3	5,17	1,618	1	0,203
	Calming chamomile facial	4	3,13			
	Total	7				
Gap for Tangible	Energy boost facial	3	3,67	0,135	1	0,714
	Calming chamomile facial	4	4,25			
	Total	7				
Gap for Reliability	Energy boost facial	3	4,50	0,286	1	0,593
	Calming chamomile facial	4	3,63			
	Total	7				
Gap for Responsiveness	Energy boost facial	3	4,50	0,750	1	0,386
	Calming chamomile facial	4	3,63			
	Total	7				

Gap Assurance	for	Energy boost facial	3	3,67	0,135	1	0,714
		Calming chamomile facial	4	4,25			
		Total	7				
Gap Empathy	for	Energy boost facial	3	3,50	0,315	1	0,575
		Calming chamomile facial	4	4,38			
		Total	7				