

# The Influence of Service Quality on Customer Retention (A Survey on Customers of Keziaspot East Jakarta)

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## Abstract

The beauty industry in Indonesia has experienced significant growth, particularly post-COVID-19, with increasing demand for professional skincare services. However, maintaining customer retention remains a challenge for clinics like Keziaspot East Jakarta, which faces fluctuating repeat client rates due to inconsistent service quality. This research examines the influence of service quality on customer retention at Keziaspot, aiming to identify key areas for improvement. Using a descriptive-quantitative approach, data were collected from 80 respondents through surveys, measuring service quality (tangibility, reliability, responsiveness, assurance, empathy) and customer retention (financial benefit, social benefit, structural ties). Statistical analyses, including linear regression and normality tests, revealed a significant positive relationship (regression coefficient = 0.537,  $*p* = 0.001$ ), with service quality explaining 77.6% of customer retention variance. Findings highlight reliability and empathy as critical drivers, while structural ties require enhancement. The research concludes that consistent service quality improvements—particularly in staff training, communication, and facility cleanliness—can strengthen retention. Practical implications include adopting integrated strategies like CRM tools and loyalty programs to foster long-term customer relationships. This research contributes to service quality theory and offers actionable insights for beauty clinics competing in Indonesia's growing market.

**Keywords:** Beauty Clinic, Customer Retention, Service Quality

## INTRODUCTION

The beauty industry in Indonesia has shown significant growth, especially after the COVID-19 pandemic. Public awareness of skincare has increased rapidly, making Indonesia the country with the highest level of skincare awareness in 2023 (Alshamsi, Alshurideh, Kurdi, & Salloum, 2021). This is reflected in the high demand for skincare products, with 90% of consumers choosing local brands. The projected revenue for beauty care products continues to rise, from Rp 88.99 trillion in 2017 to Rp 137.77 trillion in 2025 (Alodokter, 2021).

This industry growth is also marked by the increasing number of producers, especially among Small and Medium Enterprises (SMEs). However, skincare use alone is not sufficient to address facial skin problems (Fimela, 2023). Therefore, beauty clinics have become an

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alternative solution, offering more professional treatments (Badan Pusat Statistik Kota Jakarta Timur, 2024a). Well-known beauty clinics such as ERHA, Natasha, and ZAP have become top-of-mind for the public due to their professional services and wide networks. These clinics now offer various types of treatments such as chemical peels, botox, laser resurfacing, and more (Amelia & Ayani, 2020).

In an increasingly competitive landscape, customer retention has become a critical issue. Theoretically, customer retention refers to an organization's effort to reduce customer loss and maintain them over the long term. A good retention strategy can create loyalty, enhance satisfaction, and prevent customers from switching to competitors. One way to build customer retention is by ensuring high service quality. Service quality includes several dimensions such as tangibility, reliability, responsiveness, assurance, and empathy (Ghozali, 2018).

Previous research has shown that service quality plays an essential role in building customer retention. Good service—such as prompt responses to complaints, staff friendliness, and meeting customer expectations—can increase customer satisfaction and encourage repeat visits (Damiri, 2018). In addition, strategies like loyalty programs, effective communication, and personal interaction with customers have been proven to strengthen emotional and structural bonds between customers and businesses (Badan Pusat Statistik Kota Jakarta Timur, 2024b).

*Keziaspot* East Jakarta is one of the beauty clinics competing in this industry (Esti, 2013). Established in December 2021, the clinic targets the middle to lower market segment by offering affordable treatment prices, such as Basic Facial Treatment for only Rp 25,000. *Keziaspot's* main advantages lie in its flagship services like Laser Black Doll and Micro Diamond Facial, which are offered at prices far below market rates. In terms of marketing, *Keziaspot* initially used traditional methods such as door-to-door promotion and participation in community events, later transitioning to digital advertising through Instagram and Facebook ads (Dataindonesia, 2022).

By mid-2024, *Keziaspot* East Jakarta had around 1,500 active customers, but the data showed significant fluctuations in the number of returning clients. One of the main causes is the clinic's low customer retention rate. In the last three months, out of approximately 350 customers, only around 100 returned for additional services. This means the retention rate is below 30%, which is far from ideal (Durrah, Allil, & Kahwaji, 2015).

Another issue faced by the clinic is inconsistency in service quality. Based on interviews with management and pre-survey results from customers, complaints were found regarding staff communication, therapist friendliness, and the cleanliness and aesthetics of the clinic. About 25% of respondents rated communication quality as poor, 37.5% felt the service consistency was lacking, and 25% believed that the clinic's cleanliness needed improvement.

For comparison, one of *Keziaspot's* competitors—Clinic X, located nearby—has been recognized for its high service quality by its clients (Ernanto, 2023). This clinic offers exclusive programs such as the DNA Salmon Vital Injector and dermatologist consultations, although at higher prices. The clinic has a 4.8 rating on Google Reviews. However, despite the generally

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positive feedback, even Clinic X has received complaints from loyal customers about delays in scheduled consultations, indicating that maintaining consistent service quality is a challenge even for larger clinics (Ashraf & Venugopalan, 2018).

Key factors influencing customer retention success at *Keziaspot* East Jakarta, as identified in this research, include service quality, staff reliability, effective communication, and emotional connection with customers. Dimensions such as reliability and assurance are crucial for building customer trust, while responsiveness and empathy significantly contribute to comfort and emotional bonding. *Keziaspot* has attempted to improve responsiveness by offering direct communication channels between therapists and customers, though this effort has not yet been consistently implemented.

To improve its customer retention rate, *Keziaspot* needs to adopt an integrated approach that includes enhancing overall service quality, providing continuous staff training, and innovating in customer service to deliver greater value. One viable approach is to combine strategies from the Service Quality model with Customer Relationship Management (CRM), such as strengthening membership programs, offering online consultations, and personalizing customer communication.

This research is designed to analyze the influence of service quality on customer retention at *Keziaspot* East Jakarta and to evaluate the condition of both variables quantitatively. The results are expected to contribute to the development of service quality theory and customer retention strategies, as well as provide practical guidance for *Keziaspot's* management and other beauty clinics in designing more effective and sustainable service strategies.

## **MATERIALS AND METHODS**

### **Research Object**

The research object refers to the element that becomes the focus of a study and serves as the target in seeking answers to address the identified problems (Sugiyono, 2019). During the course of research, it is essential to give special attention to the planning process concerning the object of research. In this study, the focus is on service quality as the independent variable and customer retention as the dependent variable.

### **Research Design**

This research adopts a quantitative approach to deepen the understanding of service quality and customer retention at the *Keziaspot* beauty clinic in East Jakarta. The quantitative approach is employed to investigate the population and sample by using research instruments to collect data, with numerical data being analyzed to test predetermined hypotheses (Sugiyono, 2017).

### **Type of Research**

The type of research used in this study is descriptive research with a verification approach. Descriptive research is a method aimed at describing independent variables, whether involving one or more variables, without making comparisons or exploring relationships with other variables (Sugiyono, 2017:10). This means that descriptive research

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focuses more on the specific variables being studied—namely, service quality and customer retention—without directly associating them with other variables.

## **Data Analysis**

### **1. Normality Test**

The purpose of the normality test in this research is to assess whether the data distribution follows a normal pattern. According to Ghazali (2018), the normality test is used to determine whether the independent variable, dependent variable, or both are normally distributed. If the distribution is not normal, the statistical test results may be affected. This research uses the Kolmogorov-Smirnov normality test, and the significance is evaluated as follows:

- a. If the significance value  $< \alpha$  (significance level), the null hypothesis ( $H_0$ ) is rejected.
- b. If the significance value  $> \alpha$ , the null hypothesis ( $H_0$ ) is accepted.

### **2. Linearity Test**

According to Sugiyono (2019), the linearity test is used to evaluate whether the relationship between the dependent and independent variables is linear. The linearity test in SPSS is conducted at a significance level of 0.05.

### **3. Simple Linear Regression Analysis**

Sugiyono (2018) explains that simple linear regression analysis evaluates the linear influence between one independent variable and one dependent variable. The goal is to assess the extent to which the independent variable ( $X$ ) influences the dependent variable ( $Y$ ). In this research, simple linear regression analysis is used to test the causal relationship between the independent variable ( $X$ ) and the dependent variable ( $Y$ ), which can be represented by the following equation:

$$Y = a + bX$$

Explanation:

- $X$  = Service Quality (independent variable)
- $Y$  = Customer Retention (dependent variable)
- $a$  = Constant value
- $b$  = Coefficient indicating the predictive direction that shows the increase or decrease in the  $Y$  variable.

### **4. Coefficient of Determination**

The determination analysis ( $r^2$ ) is used to measure how well the model explains the variation of the dependent variable. The coefficient of determination ranges between 0 and 1. A value closer to 1 indicates that the independent variable provides significant information in predicting the variation in the dependent variable. Ghazali (2018) notes that a low value indicates limited explanatory power of the model, whereas a value approaching 1 suggests that the independent variable provides more comprehensive information.

## **RESULTS AND DISCUSSION**

### **Descriptive Analysis Results**

This section discusses the descriptive analysis of the variables service quality ( $X$ ) and

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customer retention (Y) with the help of SPSS, as shown below:

**Table 1. Descriptive Analysis Results**

|                    | <b>N</b> | <b>Minimum</b> | <b>Maximum</b> | <b>Mean</b> | <b>Std. Deviation</b> |
|--------------------|----------|----------------|----------------|-------------|-----------------------|
| Service Quality    | 80       | 15             | 75             | 57.65       | 12.038                |
| Customer Retention | 80       | 9              | 45             | 34.70       | 7.341                 |
| Valid N (listwise) | 80       |                |                |             |                       |

(Source: Researcher, 2025)

Based on the descriptive test results in the table above, the data distribution can be interpreted as follows:

### 1. Service Quality Variable (X)

The X variable (service quality) had 80 respondents, with a minimum total score of 15 and a maximum total score of 75. The average (mean) score was 57.65 with a standard deviation of 12.038. This indicates that respondents' answers regarding service quality were spread approximately  $\pm 12$  points from the average of 57.65.

### 2. Customer Retention Variable (Y)

The Y variable (customer retention) also had 80 respondents, with a minimum total score of 9 and a maximum total score of 45. The average (mean) score was 34.70 with a standard deviation of 7.341. This suggests that respondents' answers regarding customer retention were spread approximately  $\pm 7$  points from the average of 34.70. The descriptive analysis was conducted by presenting a frequency distribution table of respondent responses. From this data, the score for each variable was grouped into 5 response options. To provide a descriptive overview of each variable, the researcher used the following criteria:

Minimum Index Value =  $1 \times \text{number of items} \times \text{number of respondents}$

Maximum Index Value =  $5 \times \text{number of items} \times \text{number of respondents}$

Interval = maximum index – minimum index

Interval Range = interval  $\div$  number of intervals

|               |        |        |        |               |
|---------------|--------|--------|--------|---------------|
| Sangat Rendah | Rendah | Sedang | Tinggi | Sangat Tinggi |
|---------------|--------|--------|--------|---------------|

**Figure 1.** Interval Range on Continuum Line

(Source: Researcher, 2025)

## Data Analysis Results

### 1. Normality Test

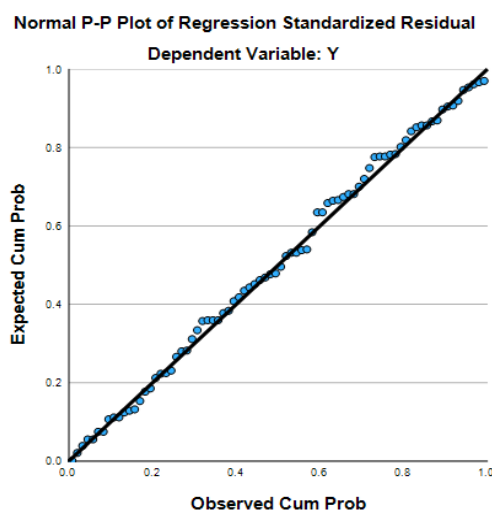
This research employed both the Kolmogorov-Smirnov test and the Normal Probability Plot (P-P Plot) to examine the normality of the data. In the Kolmogorov-Smirnov test, a probability value greater than 0.05 indicates normally distributed data, while a value below 0.05 indicates non-normal distribution. The results of the normality test using SPSS are as follows:

**Table 2. Kolmogorov-Smirnov Test**

| <b>One-Sample Kolmogorov-Smirnov Test</b> |                   |
|---|-------------------|
| <b>Unstandardized Residual</b>            |                   |
| N   | 80                |
| Asymp. Sig (2-tailed)                     | .200 <sup>d</sup> |

Source: Processed by the researcher (2025)

Based on the Kolmogorov-Smirnov test results, the Asymp. Sig value of 0.200 ( $> 0.05$ ) indicates that the data is normally distributed. In addition to the Kolmogorov-Smirnov test, this research also used the Normal P-P Plot of Regression Standardized Residuals. The plot showed that most of the data points are scattered around and follow the diagonal line, indicating no significant deviation or curvature.



**Figure 2. Normal P-P Plot**

Source: Processed by the researcher (2025)

This pattern suggests that the residuals are approximately normally distributed, and therefore, the regression model meets the assumption of normality.

## 2. Linearity Test

A linearity test was conducted to ensure that the relationship between the independent and dependent variables is linear. This is essential because simple linear regression can only be applied if the relationship between the variables forms a straight line. The test was conducted using the ANOVA (Analysis of Variance) method, which compares the significance values of "Linearity" and "Deviation from Linearity."

**Table 3. Linearity Test Results ANOVA Table**

| <b>Y * X</b>              | <b>Sig.</b> |
|---------------------------|-------------|
| Between Groups (Combined) | <.001       |
| Linearity                 | <.001       |
| Deviation from Linearity  | .355        |
| Within Groups             |             |
| Total                     |             |

Source: Researcher's Data (2025)

According to the ANOVA table, the significance value for Linearity is  $< 0.001$ , which is far below the 0.05 threshold. This indicates a significant linear relationship between the X and Y variables. Meanwhile, the significance value for Deviation from Linearity is 0.355, which is above 0.05, showing no significant deviation from linearity. Thus, it can be concluded that the relationship between the independent (Service Quality) and dependent (Customer Retention) variables is linear, making simple linear regression appropriate for this research.

### 3. Simple Linear Regression Analysis

Simple linear regression analysis was used to understand the linear relationship between one independent variable and one dependent variable. The aim is to determine the strength and direction of this relationship. The analysis was conducted using SPSS and the results are as follows:

**Table 4. Simple Linear Regression Analysis Results Coefficients<sup>a</sup>**

| Model | Unstandardized Coefficients |            | Standardized Coefficients |      | t      | Sig.  |
|-------|-----------------------------|------------|---------------------------|------|--------|-------|
|       | B                           | Std. Error | Beta                      |      |        |       |
| 1     | (Constant)                  | 3.737      |                           |      | 1.941  | .056  |
|       | X                           | .537       | .033                      | .881 | 16.427 | <.001 |

Source: Researcher's Data (2025)

The general formula for simple linear regression is  $Y = \alpha + \beta X$ . Based on the output:

- $\alpha$  (constant) = 3.737, meaning that if Service Quality is zero, Customer Retention is expected to be 3.737.
- $\beta$  (regression coefficient) = 0.537, which implies that for every 1-unit increase in Service Quality, Customer Retention increases by 0.537. Since the coefficient is positive, it indicates a positive relationship between Service Quality and Customer Retention. Thus, the regression equation becomes:  $Y = 3.737 + 0.537X$

### 4. Coefficient of Determination ( $R^2$ )

The coefficient of determination is used to measure how much of the variation in the dependent variable can be explained by the independent variable.

**Table 5. Coefficient of Determination Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .881 <sup>a</sup> | .776     | .773              | 3.498                      |

a. Predictors: (Constant), X

Source: Researcher's Data (2025)

Based on the table, the R Square value is 0.776. This means that 77.6% of the variation in Customer Retention at Keziaspot East Jakarta can be explained by Service Quality, while the remaining 22.4% is influenced by other variables not included in this research.

## Hypothesis Testing

This research employed the  $t_{\text{-test}}$  to determine whether the hypothesis is accepted or rejected. The  $t$ -test assesses whether the independent variable (Service Quality) has a significant effect on the dependent variable (Customer Retention).

From the regression analysis table, the  $t$ -count is 16.427. The hypothesis tested is as follows:

- a.  $H_0: \beta = 0 \rightarrow$  There is no significant effect of Service Quality on Customer Retention.
- b.  $H_1: \beta \neq 0 \rightarrow$  There is a significant effect of Service Quality on Customer Retention.

Decision rule:

If  $t\text{-count} > t_{\text{-table}}$ , then  $H_0$  is rejected and  $H_1$  is accepted, meaning that Service Quality significantly affects Customer Retention.

Using a 5% significance level and degrees of freedom  $(df) = n - 2 = 80 - 2 = 78$ , the  $t_{\text{-table}}$  value is 1.990.

Since  $t\text{-count} (16.427) > t_{\text{-table}} (1.990)$ , we reject  $H_0$  and accept  $H_1$ . This confirms that Service Quality has a significant positive effect on Customer Retention at Keziaspot Beauty Clinic in East Jakarta.

## Discussion

The variable Service Quality consists of five dimensions, while Customer Retention comprises three dimensions, each with varying scores. This research was conducted on 80 respondents who are customers of the Keziaspot beauty clinic in East Jakarta. In this research, a questionnaire was used as the primary instrument to assess and understand the influence between Service Quality and Customer Retention, with various tests and data analyses performed using SPSS software (Sugiyono, 2019).

The results show that service quality has a significant influence ( $p\text{-value} = 0.001$ ) on customer retention at Keziaspot East Jakarta. This finding indicates that the better the quality of service provided, the greater the likelihood that customers will return for repeat purchases. This is consistent with the theory proposed by Zeithaml et al. (2006), which states that service quality that meets customer expectations will directly lead to satisfaction, which then enhances loyalty and customer retention (Zhang, 2020).

Based on information obtained from the owner of Keziaspot East Jakarta, the clinic is currently working to improve the quality of the services it provides. Therefore, it can be concluded that the significant positive influence of service quality on customer retention aligns with the clinic's expectations and improvement efforts (Joudeh & Dandis, 2018).

In this research, the service quality variable was measured using the five dimensions of the SERVQUAL Model by Parasuraman et al.: tangibles, reliability, responsiveness, assurance, and empathy. Based on questionnaire results and interviews, it was found that aspects such as



cleanliness and neatness of the facility, friendliness of medical staff, and consistency of service were the primary concerns of customers (Yanistiya, 2021). One notable finding is that responsiveness and empathy contribute significantly to building emotional closeness between customers and service providers. When customers are served in a friendly, prompt, and attentive manner on a continuous basis, they tend to feel comfortable and are more likely to return to the same clinic for further treatment (Yusria, Imronudin, & Kuswati, 2024).

Pre-research survey results also indicate that there are still service aspects that need improvement, such as consistency in communication and complaint handling. Some respondents gave low scores on communication and consistency indicators. This signals that although customers may be satisfied with certain aspects of the service, inconsistent experiences between customers can negatively affect the overall perception of service quality. Research conducted by Rane (2023) also concluded that communication and interpersonal relationships are highly effective in enhancing loyalty and customer retention through service quality. Therefore, it is important for Keziaspot's management to not only improve overall quality but also ensure that consistent service standards are maintained across all customer visits.

In this research, customer retention was measured using three dimensions as stated by Kotler & Keller (2016): financial benefit, social benefit, and structural ties. According to the questionnaire results, these aspects received relatively high scores from respondents. However, the lowest score was found in the structural ties dimension, suggesting that more effort is needed to leverage structural ties in improving customer retention. When a company has a well-structured system in place to retain customers, their purchase cycle tends to become longer and more sustainable (Ibrahim & Thawil, 2019).

According to research conducted by Baladi (2021), loyal customers are always more profitable, as customer retention not only increases revenue but also enhances organic marketing, including word-of-mouth promotion. This is particularly relevant for Keziaspot East Jakarta; by increasing customer retention efforts, the clinic has the potential to improve several other business aspects that can contribute to growth and profitability. Moreover, according to Thinkimpact (2024), a 5% increase in customer retention can lead to a 25–95% increase in revenue, emphasizing the critical importance of maximizing customer retention as a long-term growth strategy (Handaruwati et al., 2020).

Overall, the findings of this research confirm that service quality is a key factor in improving customer retention. Therefore, service improvement strategies should not only focus on the physical facilities but also prioritize warm interpersonal relationships and consistent communication. Beauty clinics like Keziaspot East Jakarta can strengthen customer retention by paying attention to the quality of staff-customer interactions and regularly evaluating the standards of service provided. Ultimately, it is expected that by improving service quality in a holistic and consistent manner, the clinic will experience a direct positive impact on its level of customer retention (Hadirr, 2023).

## CONCLUSIONS

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Based on the results of the research on the influence of Service Quality on Customer Retention conducted through a survey of customers at *Keziaspot* East Jakarta, it can be concluded that the quality of service at *Keziaspot* is considered high, with an overall score of 76.2%, covering five dimensions: tangibility, reliability, responsiveness, assurance, and empathy. The reliability dimension achieved the highest score of 944 (78.6%), indicating that the human resources at *Keziaspot* are highly reliable and professional, while the tangibility dimension received the lowest score of 860 (71.6%). For the Customer Retention variable, which was measured through three dimensions—financial benefit, social benefit, and structural ties—a total score of 75.8% was obtained, with the highest score in the social benefit dimension at 955 (79.5%) and the lowest in structural ties at 865 (72%). This indicates that *Keziaspot*'s efforts to retain customers are considered effective. Statistically, Service Quality has been proven to have a positive and significant effect on Customer Retention, with a regression coefficient value of 0.537, meaning that every one-point increase in Service Quality leads to a 0.537-point increase in Customer Retention. The coefficient of determination ( $R^2$ ) of 0.776 shows that 77.6% of the variation in Customer Retention can be explained by Service Quality, while the remaining 22.4% is influenced by other factors not examined in this research. The significance value of 0.001 ( $<0.05$ ) further confirms that the influence is positive, significant, and aligned with *Keziaspot* East Jakarta's expectations to increase customer loyalty through high-quality service. These findings directly address the research objectives by demonstrating a strong positive correlation between Service Quality and Customer Retention, providing empirical evidence for beauty clinic management strategies. Future research should explore additional variables that contribute to the remaining 22.4% of customer retention variance, such as pricing strategies, location convenience, and competitive positioning, while also investigating the long-term effects of service quality improvements on customer lifetime value and word-of-mouth marketing effectiveness in the Indonesian beauty clinic industry.

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