

# **Application of Service Quality: A Guideline of Developing the Service Quality Delivery for Spa Service**

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## **Abstract**

Service quality is a notion urging great awareness and debate for managers and researchers as its severe effect on service performance (Parasuraman et al., 1985; Lewis & Mitchell, 1990). The spa service is another business involving service quality and identified as treatments for rest and beauty treatments to wellness therapies (Department of Trade Negotiation, 2011). The purpose of this research is to 1) to explore the determinants that involve service quality 2) to study the related research and to propose the relationship between the determinants found and 3) to suggest the guidelines to enhance the quality service delivery for spa service. The results found were as follows 1) there were five determinants; service quality, service value, service encounter, customer satisfaction and behavioral intentions 2) evidences showed many related research about the involvement; service quality, service value and service encounter have an effect on customer satisfaction, service quality has an effect on service value, customer satisfaction have an effect on behavioral intentions and 3) suggested guidelines for developing the quality service delivery for spa service produced from concept of service quality were proposed. The method of this study employed a documentary research carrying out literature reviews and content analyses from secondary data.

**Key Words:** Service quality; Service value; Service encounter; Customer satisfaction; Behavioral intentions; Spa Service

## **Introduction**

Service quality has recently become an essential ingredient for successful marketing strategy. Company concentrates on customer differ classically from those companies which do not, and it is stated that these companies get more successful (Uttal, 1987; Doyle, 1984; Whiteley, 1991). The notion of outcome quality relies on the product performance; good perceived quality is obtained when the experienced quality meets the expectations of the customer (Gronroos, 1988). To continue competitive in present swift changing of global circumstances, company must entirely realize their customer's perceptions of service quality.

The rationale and importance embrace the current interest of spa business has swiftly raised for both customers and establishment amounts. A vision to initiate "Thailand as World Class Healthcare Destination", still launching "Capital Spa of Asia" were projected by government since Thailand holds high potential in providing healthcare services (Department of Trade Negotiation, 2011). Revenue income and the increased establishment amounts evidently proved vast interest in the business. Thus, service quality is entailed to sustain a service performance by delivering a high quality service leading to customer satisfaction and favorable behavioral intention (Paradesh Phayakkawichern, 2006).

As well, as for the importance of service quality, perceived value, service encounter and customer satisfaction, these all influence the choice of the spa establishments. Customers make performance in running spa business requires providing gentle and dedicate service to customers, spa entrepreneurs and service staff must be trustworthy. At present, it found that there are problems for instance, in price-cutting, reducing cost, unmet product responses and poor service to customers (Paradesh Phayakkawichern, 2006). The spa business as mentioned is considered an important business producing many benefits for the country's economy. Evidences demand customer satisfaction and maintain positive behavioral intentions.

## **Results**

The results for responding the research objective 1 (to explore the

determinants that involve service quality) were explained. The researcher found five determinants that have an involvement on service quality.

### **1. Determinant of Service Quality Dimension**

Regarding Lewis and Booms (1983: 59), they stated that “service quality is a measure of how well the service delivered matches customers’ expectations, delivering quality service means conforming to customer expectations on a consistent basis” while saying by Gronroos (1984) defined as a perceived judgment resulting from an evaluation process where customers compare their expectations with the service they perceive. Then, in line with Parasuraman et al., (1985), they proposed broader a perception of service quality developed from comparison of consumer expectation. Zeithaml (1988) identified service quality as an assessment of customer from the overall excellence of service.

***Perceived service quality model*** With regard to the “perceived service quality model”, Gronroos (1982: 63) presented that “technical quality or outcome of what consumer actually receives while functional quality is related to buyer-seller interactions of how service is provided”. Kang and James (2004) furthered that the “what” (or technical quality) might be difficult to assess, instead consumers rely on other measures associated with the process (the “how”) of deliver. Consequently, Gronroos (1984) mentioned image build up by technical and functional quality and effect of some other determinants. He added that a favorable image is an asset for any firms as image has an impact on customer perceptions.

Subsequently, Parasuraman et al., (1985) revised more and discovered a set of key discrepancies or gaps exists pertaining to executives’ perceptions and the tasks of service delivery to consumers. These 5 discrepancies can be key obstacle in attempting to deliver a service. Additionally, in service industries it assumes the three vital discrepancies in considering since they have a direct relationship to customers. Gap 1-4 are as company gaps while gap 5 -7 are external customers. Regarding gap 6, it is the discrepancy between customer expectations and frontline service providers while gap 7 is between frontline service providers and management perception (ASI Quality System, 1992; Curry, 1999; Luk and Layton, 2002).

***Dimensions of service quality and measurement tool*** Nordic model was the initial attempt to measure service quality (Gronroos, 1982). Rust and Oliver (1994) refined the Nordic model by three components; service product (technical quality), service delivery (functional quality) and service environment. Parasuraman et al., (1985) proposed the most famous called SERVQUAL. Firstly, they recommended ten for service quality dimensions labeled “service quality determinants” but after the study in 1988, a multiple-item instrument proposed only 5 distinct dimensions. These are tangible, reliability, responsiveness, assurance, empathy. This tool helps executives identifying the gaps between variables affecting the quality of the offering service (Curry, 1999). However, Cronin and Taylor (1992) criticized SERVQUAL and suggested an optional scale labeled “SERVPERF”. They mentioned that only performance of SERVQUAL adequate for being measured to explore perception of service quality. Stevens et al., (1995) suggested an instrument called DINESERV to assess customers’ perceptions of a restaurant’s service quality containing five dimensions; assurance, empathy, reliability, responsiveness and tangibles. Afterward, Wu (1999) developed DINESERV of Stevens to four dimensions; Product/service, reliability, greeter and physical environment.

## **2. Determinant of Service Value**

Zeithaml (1988) defined service value as the consumer’s overall assessment of the utility of a product based on perceptions of what is received and what is given. Monroe (1991) mentioned customer value as the ratio between perceived benefits and perceived sacrifice. Many agreed perceived value as a construct configured by two elements, one of benefits received (economic, social and relationship) and another of sacrifices made (price, effort, risk and convenience) by the customers (Dodds et al., 1991; Cronin and Taylor, 1992).

***Type of service value*** Shet et al., (1991) proposed that consumer value explains consumers’ choice to buy or not buy a product, why consumers choose one product type over another. Sanchez et al., (2006) concluded the perceived value type happened from the cognitive-affective-behavior paradigm. Cognitive leads to knowledge, beliefs the consumer developed

while affective implies emotional, love, joy, hate responding to favor or unflavored. However, Petrick (2002) furthered the SERVPERVAL scale to build up the measure of value showing a five-dimensional measure; quality, monetary, non-monetary price (or behavioral price covering costs of time, physical, psychic effort), reputation and emotional response. Table below exhibits type of perceived value.

**Table 1** Multidimensional approach to perceived value

<b>Author</b>	<b>Multidimensional Approach</b>
Sheth et al., (1991)	-Emotional value -Conditional value -Social value -Functional value -Epistemic value
De Ruyter et al., (1997)	-Emotional dimension or intrinsic value -Functional dimension or extrinsic value -Logical dimension
Gronroos (1997)	-Cognitive value -Emotional (psychological) value
Grewal et al., (1998)	-Perceived transaction value -Perceived acquisition value
Sweeney et al., (1999)	-Social value (acceptability) -Emotional value -Functional value (price/value for money), -Functional value (performance/quality), -Functional value (versatility)
Parasuraman and Grewal, (2000)	-Acquisition value -Transaction value -In-use value -Redemption value
Lee et al., (2005)	-Functional value -Overall value -Emotional value
Tsai (2005)	-Symbolic value -Affective value -Tradeoff value

However, Zeithaml (1988) asserted that perceived value is subjective and individual and varies among consumers. One consumer might assess the same product differently on different occasions. The price may be the most important criterion at the time of purchase. In a similar vein, Rust et al., (2006) presented that perceived value must be related to the different personal value, needs and preferences as well as the financial resources of consumer.

### **3. Determinant of Service Encounter**

As initially stated by Norman (1984), he introduced the moment of truth into the service management. Bateson (1985) portrayed a service encounter as a triangle formed interactively by customer, service organization and service personnel. Shostack (1984) showed a service encounters is a period of time during the customer interacts directly with a provider. Carlzon (1987) expressed that a service encounter is the time; a customer comes into contact with any aspect of a service organization and obtains the impression of service quality. Czepiel (1990) suggested the dynamic interaction between a customer and a service provider and the nature of this interaction recognized to be a critical determinant of satisfaction with the service. Lovelock (2002) concluded a point in service delivery where customer interacts with service employees or self-service equipment.

*Types of service encounters* Shostack (1984) and Zeithaml and Bitner (1996) mentioned three types of service encounters in the hospitality industry; First, encounter can occur without direct human contact (remote encounters), such as when customer interacts through automatic machine, internet applications. Second, the customer and provider interact but their interaction is made indirect by the telephonic connection (phone encounters). A third type of encounter is the one occur between an employee and a customer in direct contact which often happen in a physical setting (face-to-face encounters). Kandampully (2007: 196) argued about the “cascade in moment of truth” that:

Service interaction occurring in the first stages of an overall service experience are critical. A failure at an early point in the relationship results in risk of dissatisfaction at each

ensuring stages [...] conversely, a cascade of goodwill can occur. If the first interactions are positive and affirming we tend to look positively on each ensuring interaction, anticipating goodwill and ‘looking for’ satisfaction.

This incident, positive service encounter initiate a high service quality while the negative ones result in the opposite effect (Bitner, 1990). In a similar vein, Zeithaml and Bitner (2003) put forward, while early events in the encounter cascade are likely to be especially important, any encounter can potentially be critical in determining satisfaction and loyalty. Additionally, Hoffman and Bateson (1997) mentioned service blueprint that in facilitating the service design, it enables the manager to understand which parts in the operating system are visible to the consumer. Widjaja (2005:10) claimed that “service blueprints are pictures or maps of service processes that permit people involved in designing, providing them and deal with them objectively”. Kandampully (2007) added that key components of service blueprints are consumer actions, “on stage” and “back stage” employee actions, and support processes. Furthermore, Chuang (2007) had a similar view that the blueprint also provides managers the opportunity to detect potential fail points and to draw foolproof procedure to eliminate their occurrence, thus ensuring the delivery of high-quality service. Cohen et al., (1994) presented the Failure Mode and Effect Analysis – FMEA to assist service designers in designing a failure-free service system. The aim is to predict how and where systems that were designed to detect error and alert staff might fail. If the potential effects of the error are intolerable, action is taken to eliminate the possibility of error.

#### **4. Determinant of Customer Satisfaction**

Firstly, Anderson (1973) proposed that dissatisfaction might be assessed by the degree of disparity between expectations and perceived product performance. Satisfaction is a customer experiences after a purchase, consequently, satisfaction can be considered to influence the customer’s evaluation of service quality, purchase intentions and behavior (Oliver, 1981; LaBarbera and Mazursky, 1983). In a similar vein, satisfaction is defined as an attitude-like judgment following a purchase act or series of consumer-

product interactions (Zeithaml, 1990). Churchill and Surprenant (1982: 491) stated that “satisfaction is a major outcome of marketing activity and serves to link processes culminating in purchase and consumption with post-purchase phenomena such as attitude change, repeat purchase, and brand loyalty”. On the contrary, Bitner and Hubert, (1994); Bitner (1990) argued that customer satisfaction results from individual and global transactions whereas service quality involves a general impression of the superiority or inferiority of the service providers and the services or general attitude toward services.

***Disconfirmation of expectation*** Cardozo (1965), Olshavsky and Miller (1972) and Anderson (1973) have initially pioneered for customer satisfaction relating to disconfirmation expectations to consequent customer satisfaction. This paradigm is named “Expectancy Disconfirmation Theory”. In a similar vein, the disconfirmation paradigm, sometimes concerning an Expectation Disconfirmation Paradigm (EDP) is a recognized theory that can forecast and describe customers’ satisfaction with services (Oliver, 1977, 1980). Pertaining to Olshavsky and Miller (1972) identified that perceived product performance is regarded as an vital construct as its ability to allow making comparisons with the expectations, at least four psychological theories namely 1) assimilation theory (cognitive dissonance), any discrepancy between expectations and product performance will be minimized this mental discomfort by distorting one into a more consonant way 2) contrast theory, in case the expectations are not matched by actual product performance, the surprise effect will cause the consumer to exaggerate or magnify the difference 3) generalized negativity, even if the product’s performance exceeds the customer’s expectations, customer will set to receive an unpleasant one 4) assimilation-contrast theory, if the discrepancy occurs due to unmatched expectation is dropping beyond the customer zone of tolerance, enlarging discrepancy arises. They address the expectancy disconfirmation to access the customer satisfaction towards patronage of service which the full disconfirmation paradigm encompasses four constructs (Churchill and Surprenant, 1982; Patterson et al., 1997; Spreng et al., 1996); 1) expectation, expectations relate the costs and efforts

in obtaining benefits 2) performance or customer perception, The actual product performance was influenced by expectations 3) disconfirmation, disconfirmation arises from discrepancies between prior expectations and actual performance 4) satisfaction, attitude can be assessed as the sum of the satisfactions with the various attributes of the product or service. According to the expectancy disconfirmation model, the consumer forms prior expectations about product performance and consumer makes judgments to determine; if product performance equate to prior expectation 1) confirmation occurs; if product performance exceeds prior expectation 2) positive disconfirmation arises 3) negative disconfirmation comes with the performance being short than expected (Monroe, 1981; Oliver, 1980; Churchill and Surprenant, 1982; Lutz, 1986; Cadotte et al., 1987).

### **5. Determinant of Customer Behavioral Intention**

Bowen & Shoemaker (1998) claimed that customer loyalty is more costly than customer satisfaction since loyal patrons will revisit and recommend the service firm. Pullman & Gross (2004) revealed that customer loyalty is an indicator to the success for the service firm while customer satisfaction is not necessarily an indicator of customer loyalty.

Regarding a model of the behavioral consequence of service quality by Zeithaml et al., (1996), they asserted that when quality assessments appear high, the customer's behavioral intention turn to be favorable which reinforce customers' rapport with the company. Conversely, the customer's behavioral intentions are unfavorable when appear low, and intentions can be viewed as indicators implying if customers will remain with or defect from the company.

**Favorable behavioral intentions** Zeithaml et al. (1996) stressed that the results of favorable behavioral intention covering behavior such as to say positive things, to recommend company, to remain loyal to company, to spend more with company and to pay price premium. Like Zeithaml et al., (1996); Cronin & Taylor, (1992); Anderson & Marry, (1983), they noted that when customers admire the company, express preference for company over others, increase the volume of purchase, or agreeably pay a price premium, they are indicating behaviorally that they are bonding with the

company.

**Unfavorable behavioral intentions** Hirshman (1970) explored three methods for addressing an organization's degeneration: exit; leaving the firms, not buying products anymore, voice; sticking with the firms and protesting in the hopes of improving it. Similarly, William & Jesse (1979), they proposed a two-level hierarchical classification schema. The first level distinguishes behavioral (i.e., action) from nonbehavioral (i.e., no action) responses. The second level representing public actions includes redress from the seller, complaining to a consumer organization, and legal actions. Afterward, Singh (1988) identified that dissatisfaction causes consumer-complaining behavior which divided into three types; voice response is directed to (e.g., seeking redress from the seller); private response is directly involved in negative word-of-mouth communication (e.g., self, friends, relatives); third party response involved in the dissatisfying transaction (e.g., better business bureau, legal agencies, newspapers).

The results for responding the research objective 2 (to study the related research and to propose the relationship between the determinants found) were described.

**Table 2** Research related to the relationship between the variables of service quality

Author / Products studied	Relationships between variables related
Choi et al., (2004) Health care business in South Korea	-service quality→perceived value→customer satisfaction→behavioral intentions -service quality→behavioral intentions -perceived value→behavioral intentions
Chen and Tsai (2007) Destination image (Kenting National Park) in Taiwan	-service quality→perceived value→customer satisfaction→behavioral intentions
Kim et al., (2012) Food healthiness on the restaurants businesses in South Korea	-service quality→perceived value→customer -satisfaction→behavioral intentions -service quality→customer satisfaction
Lee et al., (2012) Food service in restaurants businesses in South Korea	-service quality→perceived value→behavioral intentions

<b>Author / Products studied</b>	<b>Relationships between variables related</b>
Chen and Hu (2010) The Effect of Relational Benefits on Perceived Value in Relation to Customer Loyalty: An Empirical Study in the Australian Coffee Outlets	-perceived value→customer satisfaction -perceived value→loyalty(customer behavior intentions)
Lee et al., (2007) The tourist destination of the Korean demilitarized zone (DMZ) and the civilian control zone (CCZ)	-perceived value→customer satisfaction -perceived value→customer satisfaction→customer behavioral intentions
Aston et al., (2010) A hotel restaurant in Australia	-perceived value (perceived brand image, perceived quality, perceived sacrifice) →intention to purchase(ITP)
Yung and Chan (2001) A series of hotel service in Hong Kong	-service encounter→customer satisfaction -service encounter→customer loyalty
Lofgren (2005) A consumption of physical goods and services	-service encounter→customer satisfaction -service encounter→customer value
Beatson et al., (2007) Self-service technology in hotel setting in Australia	-service encounter→customer satisfaction→behavioral intentions
Hypermarket Stores in Taiwan	
Elisa et al., (2007) Assessing Tourist Behavioral Intentions through Perceived Service Quality and Customer Satisfaction	-customer satisfaction→customer behavioral intentions
Konstantinos et al., (2002) Can perceptions of service quality predict behavioral intention? An exploratory study in the hotel sector in Greece	-customer satisfaction→customer behavioral intentions
Enrique et al., (2000) Tourism Image, Evaluation Variables and After Purchase Behavior: Interrelationship	-service perception→service value→customer satisfaction→customer behavioral intentions

The relationship between the determinants proposed is below



**Figure 1** The Relationship between dimensions of service quality, perceived value, service encounter, customer satisfaction, behavioral intentions

From tables and figure above, the results found that service quality, perceived value and service encounter have a direct effect on the customer satisfaction and behavioral intentions. Service quality has a direct effect on the perceived value and service quality has an indirect effect on customer satisfaction via perceived value. Service value has an indirect effect on behavioral intentions via customer satisfaction. Customer satisfaction has a direct effect on behavioral intentions. Service quality and service encounter have a direct effect on behavioral intentions.

The results for responding the research objective 3 (to suggest the guidelines to enhance the quality service delivery for spa service) were proposed.

**Determinant of Service Quality Dimensions**

-Tangible

- 1) Spa establishments have modern equipment.
- 2) The physical decor is visually appealing.

- 3) Spa therapists appear well dressed.
- 4) Promotional material is visually appealing.
- Reliability
- 5) Spa establishments comply with agreed promises.
- 6) Spa therapists show a genuine interest in solving problems.
- 7) Spa therapists perform habitually excellent service.
- 8) Spa therapists complete treatments within agreed time.
- 9) Spa establishments keep on error-free service.
- Responsiveness
- 10) Spa therapists give correct information.
- 11) Spa therapists offer prompt service.
- 12) Spa therapists are always willing to help customers.
- 13) Spa therapists devote enough time for customers' requests.
- Assurance
- 14) The behavior of spa staff instill confidence to customers.
- 15) Customers feel safe in their transactions.
- 16) Spa therapists are consistently polite.
- 17) Spa therapists provide sufficient knowledge of product.
- Empathy
- 18) Spa therapists offer customized spa treatments.
- 19) Operating hour is convenient for customers.
- 20) Spa therapists take care of customers closely.
- 21) Spa therapists understand specific needs of customers.

These dimensions clearly show the effective measurement tool for service quality development. Companies must understand in order to keep on competitive business (Gronroos, 1982). It can be stated that company has to discern how to measure these constructs from the customer's views in order to better comprehend their wants and satisfy them. Many employ the aforementioned tool and these are worldwide acceptable and well-known. Initially, Parasuraman et al., (1988) develop a SERVQUAL for quantifying service quality performance and customer's service expectations. This tool conforms to many studies concerning the SERVQUAL. Choi et al., (2004) proposed the service quality assessment in health care provider choice in

South Korea. Chen and Tsai (2007) accomplished the destination image and perceived service quality affect behavioral intention in Kenting national park in Taiwan. Kim et al., (2012) conducted the perceived service of restaurant food healthiness and its influence on satisfaction and revisit in restaurant in South Korea.

### **Perceived Value**

-Acquisition value

- 1) I gained an excellent value from usage spa treatment here.
- 2) I value positively this spa establishment as it equates to my expectation.

-Transaction value

- 3) I obtained a good service with a good deal of purchasing.
- 4) I feel that spa treatment I got was worth the money I pay.

To this, perceived value can be analyzed that the worth, a service occur in mind of the customers. This factor is crucial issue for developing a service quality as customer's perceived value of service affects the price that they are willing to pay for it (Grewal et al., 1998; Zeithaml, 1988). It is possible to claim that customers are unaware of actual cost instead they just follow an inner sentiment for products that are worth them. The related supports the use of perceived value for guidelines the service quality improvement are shown. Chen and Hu (2010) did the effect of relational benefits on perceived value in the Australian coffee outlets. Lee et al., (2007) studied the relationships among perceived value, satisfaction of the tourist destination of the Korean demilitarized zone. Ashton et al., (2010) carried out the research the relationship between perceived value and intention to purchase in hotel restaurant dining in Australia.

### **Service Encounters**

-Low contact service

- 1) Brochure or spa menu was attractive to try when on customer hand.
- 2) Acquiring information via electronic or social network was interactive.

-Medium contact service

- 3) Spa customers were given excellently for information via telephone

-High contact service

4) Spa therapists provided courteousness when welcoming

5) Spa therapists explained interestingly concerning spa treatments

6) Spa therapists gave an excellent spa treatment while serving in treatment room.

According to Czepiel (1990); Gronroos (1990); Mohr and Bitner (1995), all mention that the quality of interaction between customers and service providers during the service delivery is essential as it is at the moment where customers evaluate the services offered. It can be considered that customers make decision of customer satisfaction with the moment of truth in service delivery. Still, it is the customers' perception determining even if the company offers the best severe quality standard procedures, the quality and satisfaction decreased. There are many evidences concerning the studies of service delivery. Yung and Chan (2001) proposed the study of business traveler satisfaction with hotel service encounter. Lofgren (2005) conducted the theoretical work on products showing the perception of quality is created at both, the first and second moments of truth. Beatson et al., (2007) did self-service technology and the service encounters in hotel that effect on overall satisfaction.

### **Customer Satisfaction**

-Disconfirmation of expectation

1) It was confident that spa staff serviced me excellently as expected.

2) It was confident that spa establishment provided superbly service as expected

-Service satisfaction

3) Would you say that I was satisfied with spa treatment here?

4) Would you agree that my decision to have treatment here was smart?

It is confirmed that customer satisfaction is another critical factor for service quality enhancement for spa business. It is argued, customer satisfaction is an effective explanation that can assist company comprehend and proceed on customer feedback. Presenting high levels of customer service can make sure continuing business achievement for company (Oliver,

1981; LaBarbera and Mazursky, 1983). Moreover, understanding what drives customer satisfaction and loyalty is essential to company achievement. Related researches employ the satisfaction dimension to examine the service quality. Akama and Kieti (2003) conducted the research on tourist satisfaction with Kenya's wildlife safari in Tsavo West National Park. Juwaheer (2003) did the research about service quality and satisfaction of hotel guest perceptions in Mauritius. Rahaman and Rahaman (2009) studied the research of service quality attributes affecting the satisfaction of railway passengers of selective route in southwestern part of Bangladesh.

### **Behavioral Intentions**

-Favorable

- 1) I would say positive thing about spa treatment here to other people.
- 2) I would recommend here to someone seeking your advice.
- 3) I would encourage friends and relatives to be spa patron here.

-Unfavorable

4) I would switch to other spa establishments if I experience a problem here.

5) I would complain to other customers if I experience a problem here.

6) I would complain to external agencies, such as spa association

Many arguments confirm the importance of behavioral intention in terms of positive intention to service quality expansion. These include evidences by Baker & Crompton (2000) suggesting that service quality has a direct effect on organizations' profit since it is positively related with customer retention and with customer loyalty. Furthermore, Zeithaml & Bitner (2003) exposed that it costs, studies have shown, six times more to attract new customers than to retain the existing ones. Repeat patrons or behaviorally loyal patrons have consistently been argued to be important market for manager (Petrick & Backman, 2002). Moreover, research supported the employment of behavioral intention in business. Elisa et al., (2007) did the influence of service quality and customer satisfaction on behavioral intentions in the tourism industry. Konstantinos et al., (2002) studied the perceptions of service quality can predict behavioral intention

in the hotel sector in Greece. Enrique et al., (2000) suggested the tourism image, evaluation variables and after purchase behavior and its interrelationship.

## **Conclusion**

This paper has reviewed the determinants involving service quality. The results showed the determinants of service quality dimension, service value, service encounter, customer satisfaction and behavioral intentions. Regarding service quality, perceived service quality model suggested, Nordic model, service quality determinants, SERVQUAL, SERVPERF and DINESERV, these tool can measure to explore perception of service quality. In other words, manager must drive these service quality dimensions with appropriateness to meet customers' demands which conforms to attitude and their expectations. The ability to provide a greater value corresponds to a significant choice of consumer buying-decision. The result explained a variety of types of service value and dimensions exhibited in table 1 revealing approaches to perceived value and the SERVPERVAL scale, a measure of value of five dimensions. A service failure arises when customers' expectations are not met. It is vital for the service designer to identify the potential service failures and take the action to prevent the them. The results revealed the types of service encounters, the cascade of moment of truth, the service blueprint, the FMEA – Failure Mode and Effect Analysis will help prioritize the potential service failure modes in order to take action before the service is delivered. Customer satisfaction compares evaluation of accumulated purchase and consumption experience reflecting a comparison between the sacrifice experienced and the perceived rewards. The results revealed the expectancy disconfirmation model that consumer forms prior expectation concerning service performance and make judgments. Repeat patrons or behaviorally loyal patrons have always been mentioned to be significant customers for manager. The results pointed out that favorable post-purchase intentions include all the admire from customers while poorer signifying negative behavior. The results of the study of related research concerning service quality, service value, service encounter, customer

satisfaction and behavioral intentions and its relationship were proposed in tables and figure. The suggestions of guidelines for spa establishments were itemized for all determinants. Thus, managers in service firms including spa establishments must consider all dimensions in order to enhancing the quality service delivery.

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