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The Influence of Word of Mouth, Complaint Handling, and Service Quality on Customer Loyalty at Salon Surya in Singaraja

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Abstract: This study aims to empirically examine the effect of word of mouth, complaint handling, and service quality on customer loyalty at Salon Surya in Singaraja. This research employs a quantitative method with a cross-sectional survey technique. The population consists of customers of Salon Surya in Singaraja, with a sample of 160 respondents selected using purposive sampling. Data were collected through questionnaires using a Likert scale and analyzed using multiple linear regression. The findings indicate that word of mouth, complaint handling, and service quality have a significant effect on customer loyalty, both partially and simultaneously, with service quality emerging as the most dominant variable in enhancing customer loyalty, while word of mouth and complaint handling also contribute positively. Theoretically, this study demonstrates that these three variables play important roles in enhancing customer loyalty in the beauty service industry and enriches the existing literature by emphasizing the dominance of service quality, supported by effective complaint handling and positive word of mouth. Practically, the findings provide valuable implications for the beauty service industry, particularly for Salon Surya in Singaraja, suggesting that improving service quality should be the primary strategy to enhance customer loyalty, accompanied by effective complaint handling and the encouragement of positive word of mouth to strengthen customer relationships and improve business performance. However, this study is limited to a single research location and focuses only on three independent variables, namely word of mouth, complaint handling, and service quality.

Keywords: Word of Mouth, Complaint Handling, Service Quality, Customer Loyalty.

INTRODUCTION

The beauty service industry has experienced significant growth in recent years, driven by increasing public awareness of self-care and personal appearance. This shift in lifestyle has positioned beauty services, such as salons, as essential rather than complementary needs (Nisa' et al., 2024; Viola et al., 2024), leading to a steady rise in consumer demand. In an increasingly competitive business environment, service providers are required to develop effective strategies to sustain their market position (Ago et al., 2025; Utama & Suarmanayasa, 2023).

One of the most critical determinants of business success is the ability to establish and maintain customer loyalty, as it directly influences long-term profitability and business sustainability (Gunawan et al., 2023; Kotler & Keller, 2018; Satcitanandadewi et al., 2023). Customer loyalty plays a vital role because loyal customers are more likely to engage in repeat purchases, demonstrate resistance to competitors, and voluntarily promote the service through positive recommendations (Telagawathi, Yasa, et al., 2022; Telagawathi et al., 2024; Tjiptono, 2019; Wibawa et al., 2024). Consequently, retaining existing customers is often more cost-effective and strategically valuable than continuously acquiring new ones (Kotler & Keller, 2018).

Salon Surya in Singaraja, as a beauty service provider, faces similar challenges in maintaining customer loyalty amidst growing competition. Despite having a relatively stable number of customers, the salon has encountered difficulties in ensuring consistent repeat visits. Internal data from August 2024 to January 2025 indicate a declining trend in the percentage of returning customers. The rate decreased from 42% in September and October to 40% in November, followed by a further decline to 37% in December and 36% in January, suggesting a gradual weakening of customer loyalty. This condition highlights the presence of several underlying factors that influence customer loyalty, particularly word of mouth, complaint handling, and service quality. These variables are closely related to customer perceptions and experiences, which ultimately shape their behavioral intentions. Word of mouth represents informal communication among customers regarding their service experiences. Positive experiences, such as satisfying service outcomes, friendly interactions, and a comfortable environment, can foster trust and encourage customers to recommend the salon, thereby strengthening loyalty. Conversely, negative experiences can spread quickly and significantly damage customer retention (Kurniawan et al., 2025; Purbadharmaja et al., 2023; Widiantara & Trianasari, 2021).

Complaint handling is another crucial factor influencing customer loyalty. Complaints are inevitable in service businesses; however, the effectiveness of handling them determines whether customers remain or leave. Proper complaint handling, characterized by empathy, responsiveness, fairness, and clear communication, can transform dissatisfaction into satisfaction and even strengthen loyalty through the service recovery process. Service quality is widely recognized as the most dominant factor affecting customer loyalty, as it encompasses the overall service experience. Consistency in service delivery, staff professionalism, timeliness, and cleanliness contribute to customer satisfaction, which in turn fosters trust and long-term commitment to the service provider (Putra et al., 2024; Suari et al., 2023; Telagawathi, Suci, et al., 2022).

In the context of the beauty service industry, particularly at Salon Surya in Singaraja, customer loyalty is shaped by the combined influence of word of mouth, complaint handling, and service quality. These factors not only contribute to maintaining revenue stability and competitive advantage but also play a strategic role in building a positive brand image. Therefore, this study aims to examine the partial and simultaneous effects of these variables on customer loyalty.

In the context of service-based businesses, particularly in the beauty industry, customer loyalty has become a critical determinant of long-term sustainability and competitiveness. Salons, as providers of intangible services, rely heavily not only on the quality of the final outcome but also on the overall service experience perceived by customers. This experience encompasses multiple dimensions, including interpersonal interactions, service consistency, responsiveness, and the physical environment. When customers perceive that the value received exceeds their expectations, they are more likely to develop a sense of attachment and commitment to the service provider, which ultimately leads to loyalty (Kusuma & Jannah, 2024).

One of the key factors influencing customer loyalty is Word of Mouth (WOM), which plays a vital role in shaping customer perceptions and behavioral intentions. WOM occurs when customers voluntarily share their experiences, whether positive or negative, with others. Positive WOM, driven by satisfying service experiences, can significantly enhance customer trust and encourage repeat visits, while also attracting new customers through personal recommendations. Conversely, negative WOM can damage the reputation of a business and weaken customer loyalty. Previous studies have demonstrated that WOM has a significant effect on customer loyalty, particularly when mediated by trust and satisfaction (Huda & Nugroho, 2020; Gunawan et al., 2024). Therefore, WOM is not merely a promotional tool but also a reflection of customer loyalty itself.

In addition to WOM, complaint handling is another crucial factor that influences customer loyalty. Complaints are inevitable in service businesses due to the variability and subjectivity of customer expectations. However, the way a company responds to complaints determines whether the outcome will be positive or negative. Effective complaint handling—characterized by empathy, prompt responses, fair solutions, and clear communication—can transform dissatisfied customers into loyal ones. This phenomenon, often referred to as service recovery, highlights the importance of resolving service failures in a manner that restores customer trust. On the other hand, poor complaint handling may lead to dissatisfaction, negative WOM, and ultimately customer defection (Hermawati, 2022). Thus, complaint handling should be viewed not only as a corrective action but also as a strategic opportunity to strengthen customer relationships.

Furthermore, service quality is widely recognized as a fundamental driver of customer loyalty and is often considered the most dominant factor. Service quality reflects the overall performance of a service provider in meeting or exceeding customer expectations. In the salon industry, service quality includes aspects such as staff friendliness, timeliness, cleanliness, and consistency of service outcomes. High and consistent service quality leads to customer satisfaction, which in turn fosters trust and long-term loyalty. Conversely, inconsistent service quality may create dissatisfaction and reduce customer retention. Empirical evidence suggests that service quality has a direct and significant impact on customer loyalty, as well as an indirect effect through customer satisfaction (Luturmas & Samay, 2023; Rosyida & Priantilianingtiasari, 2023).

Based on the above discussion, it can be concluded that Word of Mouth, complaint handling, and service quality are interrelated factors that collectively influence customer loyalty. In the context of beauty service businesses such as Salon Surya in Singaraja, understanding these relationships is essential to maintaining customer retention, enhancing competitive advantage, and ensuring business sustainability. Loyal customers not only contribute to stable revenue but also act as promoters who voluntarily recommend the service to others. Therefore, this study aims to examine the effect of Word of Mouth, complaint handling, and service quality on customer loyalty in order to provide empirical insights that can support managerial decision-making and service improvement strategies.

METHODS

This study employs a quantitative approach with a cross-sectional survey design aimed at analyzing the influence of word of mouth, complaint handling, and service quality on customer loyalty. The research was conducted at Salon Surya, located in Singaraja, as one of the businesses in the beauty service industry facing a highly competitive market. The population in this study consists of all customers of Salon Surya. Since the population size is unknown, a purposive sampling technique was applied. The criteria for respondents include customers who have used the services of Salon Surya more than once, as they are considered

to have sufficient experience to evaluate the quality of service provided. The total sample used in this study was 160 respondents (Agusfianto, 2024).

Data collection was carried out using a structured questionnaire distributed directly to respondents. The research instrument was designed using a five-point Likert scale to measure respondents' perceptions of word of mouth, complaint handling, service quality, and customer loyalty. Each variable was measured using several indicators adapted from relevant theoretical concepts (Gunawan et al., 2024). Before conducting data analysis, the research instrument was tested using validity and reliability tests to ensure that each item accurately and consistently measures the intended variables. Furthermore, the collected data were tested using classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model meets the required assumptions (Rosyida & Priantilianingtiasari, 2023).

Data analysis in this study utilized multiple linear regression analysis to determine the effect of each independent variable on the dependent variable, both partially and simultaneously. Hypothesis testing was conducted using the t-test to examine partial effects and the F-test to assess simultaneous effects. In addition, the coefficient of determination (R^2) was used to measure the extent to which the independent variables explain the variation in the dependent variable, namely customer loyalty.

RESULTS AND DISCUSSION

Validity testing was conducted on the variables of word of mouth, complaint handling, service quality, and customer loyalty. The validity of the questionnaire items was determined by comparing the calculated correlation coefficient (r-value) with the critical r-value (r-table). If the calculated r-value exceeds the r-table value, the item is considered valid. At a significance level of 0.05 with a sample size of 160 (df = n – 2), the r-table value was 0.155. Table 2 shows that each statement item has a calculated r-value greater than the r-table value. Therefore, all questionnaire items for all variables are considered valid (Ghozali, 2018).

The validity test was conducted to evaluate the extent to which each questionnaire item is capable of accurately measuring the constructs of word of mouth, complaint handling, service quality, and customer loyalty. The assessment of item validity was performed by comparing the calculated correlation coefficient (r-value) of each item with the critical value (r-table) at a significance level of 0.05. With a total sample size of 160 respondents and degrees of freedom (df = n – 2), the r-table value was determined to be 0.155.

The results indicate that all questionnaire items across the four variables have calculated r-values that exceed the critical threshold. For the customer loyalty variable, the correlation coefficients range from 0.765 to 0.822, reflecting a strong relationship between each indicator and the overall construct. Similarly, the word of mouth variable demonstrates high validity, with r-values ranging from 0.720 to 0.862, indicating that all items effectively represent customer communication and recommendation behavior.

The complaint handling variable also satisfies the validity criteria, with correlation coefficients between 0.724 and 0.828. These values suggest that the indicators successfully capture the firm's ability to respond to and resolve customer complaints. Furthermore, the service quality variable exhibits the strongest validity among all constructs, with r-values ranging from 0.720 to 0.875, indicating that the items are highly representative of perceived service quality. Overall, these findings confirm that all measurement items are valid and suitable for use in further statistical analysis.

In addition to validity testing, reliability testing was conducted to assess the internal consistency of the measurement instruments. This analysis employed the Cronbach's Alpha coefficient using IBM SPSS 25 for Windows. Reliability testing is essential to ensure that the instrument produces stable and consistent results across different measurements. The findings

show that all variables have Cronbach's Alpha values exceeding the commonly accepted threshold of 0.70 (Ghozali, 2018), indicating that the instruments are reliable.

More specifically, the word of mouth variable has a Cronbach's Alpha value of 0.741, indicating satisfactory reliability. The complaint handling variable demonstrates a higher level of internal consistency with a value of 0.794. The service quality variable achieves the highest reliability coefficient of 0.868, reflecting excellent consistency among its indicators. Meanwhile, the customer loyalty variable records a Cronbach's Alpha value of 0.805, which also indicates strong reliability. These results imply that respondents answered the questionnaire items consistently, and thus the measurement instruments are dependable for further analysis.

Subsequently, hypothesis testing was carried out using the t-test to examine the partial effect of each independent variable on the dependent variable. The test was conducted at a significance level of 5% ($\alpha = 0.05$) using a one-tailed approach. With a sample size of 160 and degrees of freedom calculated as df = n – k – 1 (160 – 3 – 1 = 156), the critical t-value was determined to be 1.65. This value serves as the benchmark for determining whether each independent variable word of mouth, complaint handling, and service quality has a statistically significant effect on customer loyalty.

Table 1. Multiple Linear Regression

Coefficients[a]

Model		***Unstandardized Coefficients***		***Standardized Coefficients***	**t**	***Sig.***
		B	***Std. Error***	***Beta***		
1	*(Constant)*	5.502	2.159		2.548	.012
	Word of Mouth	.341	.098	.258	3.492	.001
	Complaint Handling	.171	.072	.175	2.387	.018
	Quality of Service	.207	.066	.232	3.155	.002

a. *Dependent Variable:* Customer Loyalty

Source: SPSS, 2026

The results of the multiple linear regression analysis presented in Table 1 indicate that all independent variables Word of Mouth, Complaint Handling, and Service Quality have a positive and significant effect on Customer Loyalty, both partially and simultaneously. This finding confirms that improvements in these variables are associated with an increase in customer loyalty within the context of service-based businesses, particularly in the beauty industry.

Partially, Word of Mouth (WOM) shows a positive and significant influence on customer loyalty, as indicated by a regression coefficient of 0.341 and a significance value of 0.001, which is below the threshold of 0.05. This result suggests that the more customers engage in positive WOM, the higher the level of loyalty they demonstrate. In real-world practice, especially in salon businesses, customers who are satisfied with the service experience tend to share their positive experiences with friends, family, and social networks. This recommendation behavior reflects not only satisfaction but also a deeper level of trust and emotional attachment to the service provider. Customers who actively promote a salon voluntarily are more likely to return for repeat visits and show resistance to switching to competitors. This finding is consistent with previous studies which emphasize that WOM serves as both a promotional mechanism and a reflection of strong customer loyalty (Huda & Nugroho, 2020; Gunawan et al., 2024).

Furthermore, Complaint Handling also has a positive and significant effect on customer loyalty, with a regression coefficient of 0.171 and a significance value of 0.018. Although the magnitude of the effect is smaller compared to the other variables, it remains statistically meaningful. This indicates that effective handling of customer complaints plays a crucial role in maintaining and even enhancing loyalty. In practice, complaints are inevitable in service industries due to the variability of customer expectations. However, what differentiates successful businesses is their ability to respond to complaints with empathy, speed, and fairness. In salon settings, for instance, when customers are dissatisfied with a treatment result or service delay, a prompt and professional response can restore their confidence. This phenomenon aligns with the concept of service recovery, where a well-handled complaint can lead to higher levels of satisfaction and loyalty than if no failure had occurred. Conversely, poor complaint handling can trigger dissatisfaction, negative WOM, and customer defection, highlighting its strategic importance in customer relationship management (Hermawati, 2022).

Service Quality is also found to have a positive and significant effect on customer loyalty, with a regression coefficient of 0.207 and a significance value of 0.002. This finding reinforces the notion that service quality is a fundamental determinant of customer loyalty. In the salon industry, service quality is not limited to technical outcomes such as the final appearance of a hairstyle or nail treatment, but also includes the overall customer experience, such as staff friendliness, timeliness, cleanliness, and consistency of service delivery (Cahyadi & Telagawathi, 2021; Murniasih & Telagawathi, 2023; Tsaniya & Telagawathi, 2022). Customers tend to remain loyal to service providers that consistently deliver high-quality experiences, as this builds trust and reduces perceived risk. In real conditions, inconsistencies in service quality such as differences in results between staff members can lead to dissatisfaction and weaken loyalty. Therefore, maintaining standardized service procedures and continuous staff training becomes essential for sustaining high service quality. This result is in line with prior research indicating that service quality significantly influences customer loyalty both directly and indirectly through customer satisfaction (Luturmas & Samay, 2023; Rosyida & Priantilianingtiasari, 2023).

Simultaneously, the regression results demonstrate that Word of Mouth, Complaint Handling, and Service Quality collectively have a positive and significant effect on customer loyalty. This implies that these three variables do not operate independently but rather complement each other in shaping customer loyalty. In real-world business settings, particularly in salons, high service quality often leads to customer satisfaction, which then encourages positive WOM. At the same time, effective complaint handling ensures that any dissatisfaction is properly addressed, preventing negative WOM and reinforcing customer trust. The interaction among these variables creates a comprehensive customer experience that ultimately strengthens loyalty (Agustini & Suwena, 2024; Khairunnisa & Suwena, 2023; Pranata & Suwena, 2024).

These findings highlight the importance of an integrated service strategy. Business owners should not focus solely on delivering high-quality services but must also actively manage customer feedback and encourage positive WOM. In practice, this can be achieved through consistent service standards, staff training in customer interaction, and the implementation of responsive complaint management systems. By doing so, businesses can create a positive service ecosystem where customers feel valued, heard, and satisfied, ultimately leading to stronger and more sustainable customer loyalty.

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that word of mouth, complaint handling, and service quality each have a positive and significant effect on customer loyalty. This indicates that positive recommendations and experiences, the ability to

effectively handle complaints, and high-quality service can enhance customer loyalty. Furthermore, these three variables simultaneously have a positive and significant influence on customer loyalty. This means that the better the dissemination of positive information, complaint handling, and service quality provided, the higher the level of customer loyalty. Therefore, these three aspects need to be managed in an integrated manner to maintain long-term relationships with customers.

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