

# The Influence of Customer Relationship Management, Price, and Brand Image on Customer Satisfaction at Joe's Barbershop

Naugi Avrilio<sup>1</sup>, Muhammad Arham<sup>2</sup>

<sup>1,2</sup> Management Study Program, Faculty of Economics & Business, Pertamina University  
Jalan Teuku Nyak Arief, RT.7/RW.8, Simprug, Jakarta  
[naugi.ai@gmail.com](mailto:naugi.ai@gmail.com)<sup>1</sup>, [arhammeister@gmail.com](mailto:arhammeister@gmail.com)<sup>2</sup>

**Abstract.** This research is motivated by the development of the barbershop business in Indonesia, therefore barbershop businesses like Joe's Barbershop need to carry out good customer relationship management, the right pricing strategy, and create an image for the barbershop brand. The purpose of this research is to examine: the influence of Customer Relationship Management, price, and Brand Image on Customer Satisfaction. The method used in this research is a quantitative method. The sample used in this research was 103 samples with consumer criteria, namely barbershop customers and also those who have used barbershop services who live in Indonesia. Research sampling used a questionnaire. The data analysis used in this research is descriptive analysis, classical assumption test, multiple linear regression test, research instrument test, hypothesis test using SPSS software. The results of this research are: 1) CRM has a significant effect on Customer Satisfaction. 2) Price directly affects customer satisfaction. 3) Brand Image has a significant effect on Customer Satisfaction. 4) CRM, Price, and Brand Image simultaneously have a significant effect on Customer Satisfaction with a determination coefficient of 72.5%.

**Keywords:** CRM, Price, Brand Image, Customer Satisfaction.

## 1. Introduction

Barbershop is a hair cutting service business that is currently popular with people. Barbershops have generally existed since ancient times, starting with the discovery of razors in the Egyptian Bronze Age (National Barber Museum, 2014). This hair cutting culture eventually developed widely and continued until the colonial era in Indonesia, where this hair cutting culture was brought by immigrants who visited the Indonesian region. During the Dutch colonial era, most of the barbers found in Batavia were of Chinese descent. For barbershops in Indonesia that have been open for a long time, there is 1 in Surabaya called Shin Hua, which has been open since 1911 and is the oldest barbershop open and operating in Indonesia (Perdana, 2023).

The development of the barbershop business in Indonesia is increasingly expanding from just a haircut. If in the past traditional barbershops only provided hair cutting and washing services, in the new era of the millennial trend, barbershops provide many innovations to attract customers (Sofia, 2023). The development and competition of the barbershop business is also felt by Joe's Barbershop, as seen from the increasing number of other barbershops popping up.

In addition, existing customer relationship management such as membership and social media, pricing strategies, and the image of Joe's Barbershop in the eyes of service users have not been maximized properly by Joe's Barbershop.

Joe's Barbershop is one of the providers of hair cutting business services that is growing which was established in 2014 and is currently a Barbershop that has several branches, one of which is in the Cempaka Putih area, Jakarta (Joe's Barbershop, 2015). The potential of this business is clearly large because the need to cut hair is an activity that will definitely be done by everyone periodically.

Looking at the phenomenon of the development of the existing barbershop business, especially in Jabodetabek, it can be seen that the competitors of Joe's Barbershop Cempaka Putih branch itself consist of 120 Barbershops in Central Jakarta and more specifically in the Cempaka Putih area there are 6 Barbershops. It is clear that the competition in this barbershop business is very tight with each other. In addition, the number of customers at Joe's Barbershop in one of the branches, namely Cempaka Putih, was around 13,000 customers in 2018. There was a decline during the pandemic phase, but Joe's Barbershop was able to "recover" the number of its customers until in 2022 it had returned to 10,500 customers. But there are competitors such as Barber&Co which in the same year had 14,920 customers, clearly surpassing Joe's Barbershop, although Joe's Barbershop itself is still above Y2 Barbershop in terms of the number of customers, whereas Y2 Barbershop only has 1,020 customers.

From the background written above, the formulation of the problem that the author will raise is as follows: Do customer relationship management, price, and brand image have a partial or simultaneous effect on customer satisfaction at Joe's Barbershop?

The purpose of this study itself is to find and prove whether customer relationship management, price, and brand image have a partial or simultaneous effect on customer satisfaction at Joe's Barbershop.

## **2. Discussion**

### **2.1. Customer Relationship Management**

Customer relationship management is a tool to help integrate consumer desires with related parties in society (Agusfianto, 2015). According to Lika et al. (2017: p.449), customer relationship management is defined as a combination of processes and technologies that aim to understand customers from various prospective perspectives to differentiate the company's products and services competitively.

One strategy that companies can implement is to implement customer relationship management (CRM) which integrates people, processes, and technology to create loyal communication (Saputro, 2022).

According to Kumar and Reinartz (2012:45), there are four main capabilities of CRM strategy in terms of customer relationship management indicators, including:

1. Technology: Technology must be able to work across all communication channels and must be integrated with other systems to provide a single view of and for customers and must be implemented in such a way that appropriate work practices and skills can be disseminated (Kumar and Reinartz, 2012:45).

2. **People:** The skills, abilities and attitudes of human resources required for successful CRM performance may need to be examined and improved (Kumar and Reinartz, 2012:45). The skills and abilities required include how to segment customers, design experiments and understand experimental data using static procedures (Kumar and Reinartz, 2012:45).
3. **Process:** From a CRM perspective, processes need to be designed and operated so that they contribute to value creation or at least do not destroy the value that has been created for customers (Kumar and Reinartz, 2012:45).
4. **Knowledge and Insight:** In order to strengthen relationships with customers, companies must know their customers well (Kumar and Reinartz, 2012:45).

## 2.2. Price

Price is the only element of the marketing mix that can generate revenue, while other elements incur costs, because with the selling price we can generate revenue while other marketing mixes such as products, promotions and distribution channels are elements that cause a company's costs to increase (Posi et al., 2022). Price is the amount of money (plus some products if possible) needed to obtain a number of combinations of products and services (Purnamasari et al., 2022). Price is the value of an item expressed in money (Tan et al., 2021).

There are four measures that characterize prices according to Indriyo Gitosudarmo in Sunyoto (2015), namely:

1. **Price affordability:** Customers tend to look at the price and decide to buy because the price offered is financially affordable for consumers (Sunyoto, 2015).
2. **Price conformity with product quality:** People choose the higher price between two items because they see a difference in quality, if the price is higher people tend to assume that the quality is also better (Sunyoto, 2015).
3. **Price-benefit ratio:** Consumers decide to buy a product if the benefits felt by the consumer are greater or equal to the amount spent to obtain it (Sunyoto, 2015).
4. **Price according to ability or price competitiveness:** Consumers often compare the price of a product with other products (Sunyoto, 2015). In this case, the high or low price of a product is highly considered by consumers when they are going to buy the product (Sunyoto, 2015).

## 2.3. Brand Image

More broadly, image is defined as the sum of beliefs, images, and impressions that a person has about an object (Pamungkas, 2019). A good brand image of a product will encourage potential buyers of the product compared to other brands with the same product (Esa, 2021). A good image of an organization will have a beneficial impact, while a bad image will harm the organization (Oktavian, 2020). The power of a brand is very great in capturing or attracting consumer interest in buying products and businesses offered by the company (Asmawati and Saputra, 2021).

According to Aaker in Suyoto (2020: p.12), there are 3 brand image indicators, namely:

1. **Recognition**(Recognition): Reflects the recognition of a brand by consumers based on past exposure (Suyoto, 2020). Recognition means that consumers remember the existence of or recall the brand (Suyoto, 2020).

2. *Reputation*(Reputation): Reputation is a fairly high status for a brand because in the eyes of consumers, the brand has a good track record (Suyoto, 2020).
3. *Affinity*(Affinity): An emotional relationship that arises between a brand and its consumers (Suyoto, 2020). Products with brands that are liked by consumers will be easier to sell and products with high quality perceptions will have a good reputation (Suyoto, 2020).

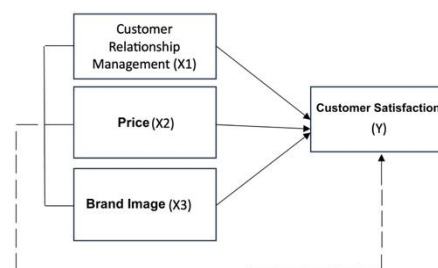
## 2.4. Customer Satisfaction

Consumer satisfaction is the extent to which the benefits of a product are felt to be in accordance with what the customer expects (Andreawan, 2018). Satisfaction is a post-purchase evaluation of the performance of a product or service that is in accordance with customer expectations, if customer expectations are not met, dissatisfaction will occur (Yohana, 2017). Customer satisfaction is the end result of meeting customer expectations with product or service performance (Huq et al., 2015). Satisfaction is a feeling of pleasure or disappointment that arises after comparing the perception / impression of the performance (or results) of a product and their expectations (Nisa et al., 2021). Consumer satisfaction will be fulfilled if the service delivery process from the service provider to the consumer is in accordance with what is perceived by the consumer (Yusman, 2020).

According to Supriadi et al. (2017) there are indicators of customer satisfaction as follows:

1. *Repurchase Decision*: Consumers will make repeat purchases on products/services and increase purchase quantities (Fillayata and Mukaram, 2020).
2. *Positive Word Of Mouth*: Consumers spread positive news about the product/service and have the desire to recommend it to others (Fillayata and Mukaram, 2020).
3. *No Complaint*: Consumers have no complaints about products or services and have a desire to give appreciation to providers of goods or services (Fillayata and Mukaram, 2020).

## 2.5. Research Framework



**Figure 1.**Research Framework

Information:

———— = Partially

— — — = Simultaneously

## 2.6. Hypothesis

Based on the formulation of the problem and the objectives of the research and the theoretical review that has been explained previously, the following hypothesis is obtained:

HO1: CRM has no effect on Joe's Barbershop customer satisfaction

H11: CRM has an impact on Joe's Barbershop customer satisfaction

HO2: Price has no effect on customer satisfaction at Joe's Barbershop

H12: Price has an influence on customer satisfaction at Joe's Barbershop

HO3: Brand image has no effect on customer satisfaction at Joe's Barbershop

H13: Brand image has an influence on customer satisfaction at Joe's Barbershop

HO4: CRM, Price, Brand Image do not have a simultaneous effect on customer satisfaction at Joe's Barbershop

H14: CRM, Price, Brand Image have a simultaneous influence on customer satisfaction at Joe's Barbershop

## 2.7. Research methods

The form of this research is quantitative using a questionnaire. This questionnaire will be distributed to respondents with a respondent measurement method given in the form of a Likert scale.

The concept of population refers to all entities or elements that are relevant to the research problem or research object. The population in this study is consumers who have used barbershop services.

This study will take samples from customers who have been customers at Joe's Barbershop. In this study there is a population that is too broad and vague so that the population cannot be calculated with certainty, therefore the lemeshow formula is used to calculate the sample. The lemeshow formula used is as follows:

$$n = \frac{Z^2 \cdot p(1 - p)}{d^2}$$
$$n = \frac{1.962 \times 0.5(1 - 0.5)}{0.10^2} = 96.04$$

Information:

n = Number Minimum Sample

Z = Standard Value = 1.96

p = Maximum estimate = 50% = 0.5

d = Level of accuracy (10%)

So from the calculation above, the desired sample in this study is obtained, which is a minimum of 96 samples. This sample will be rounded up to 103 samples by the researcher.

### 3. Results And Discussion

Based on the demographic profile, in this study, the majority of respondents' ages were in young adulthood (21-25 years) and old age (> 55 years), with a percentage of 21.36% for ages 21-25 years and 22.33% for ages over 55 years. Then in terms of last education, the highest level of education came from D4/S1 in first place with a percentage of 50.49%, then S2 at 29.13%, and the third rank was in SMA/Equivalent at 14.56%. Then from the respondents' occupations, 37.86% were private employees, 23.30% were self-employed, and 15.53% were professionals. Finally, for domicile, DKI Jakarta Province became the domicile of the most respondents with a percentage of 74.76%, followed by West Java with 14.56%, and 4.85% of respondents came from Central Java.

**Table 1.** CRM Validity Test Results

Item	Sig.	Pearson Correlation	Information
CRM1	.000	.820**	VALID
CRM2	.000	.786**	VALID
CRM3	.000	.669**	VALID
CRM4	.000	.754**	VALID
CRM5	.000	.826**	VALID

The results of the validity test of the CRM variable state that all 5 existing items have a sig value <0.05, meaning that this CRM variable is valid, and the statements related to this variable have been tested and can be used as measurement instruments in this research.

**Table 2.** Price Validity Test Results

Item	Sig.	Pearson Correlation	Information
HAR1	.000	.812**	VALID
HAR2	.000	.805**	VALID

HAR3	.000	.849**	<i>VALID</i>
HAR4	.000	.826**	<i>VALID</i>
HAR5	.000	.793**	<i>VALID</i>
HAR6	.000	.782**	<i>VALID</i>
HAR7	.000	.821**	<i>VALID</i>
HAR8	.000	.789**	<i>VALID</i>

The results of the validity test of the Price variable state that all 8 existing items have a sig value <0.05, meaning that the Price variable is valid, and the statements related to this variable have been tested and can be used as measurement instruments in this research.

**Table 3.** Brand Image Validity Test Results

<b>Item</b>	<b>Sig.</b>	<b>Pearson Correlation</b>	<b>Information</b>
CIT1	.000	.819**	<i>VALID</i>
CIT2	.000	.880**	<i>VALID</i>
CIT3	.000	.872**	<i>VALID</i>
CIT4	.000	.824**	<i>VALID</i>
CIT5	.000	.811**	<i>VALID</i>

The results of the validity test of the Brand Image variable state that all 5 existing items have a sig value <0.05, meaning that this Brand Image variable is valid, and the statements related to this variable have been tested and can be used as measurement instruments in this research.

**Table 4.**Customer Satisfaction Validity Test Results

<b>Item</b>	<b>Sig.</b>	<b>Pearson Correlation</b>	<b>Information</b>
KEP1	.000	.831**	<i>VALID</i>
KEP2	.000	.869**	<i>VALID</i>
KEP3	.000	.786**	<i>VALID</i>

The results of the validity test of the Customer Satisfaction variable state that all 3 existing items have a sig value <0.05, meaning that this Customer Satisfaction variable is valid, and the statements related to this variable have been tested and can be used as measurement instruments in this research.

**Table 5.** Reliability Test Results

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Information</b>
<i>Customer Relationship Management(X1)</i>	.825	<i>Reliable</i>
Price (X2)	.923	<i>Reliable</i>
Brand Image (X3)	.895	<i>Reliable</i>
Customer Satisfaction (Y)	.816	<i>Reliable</i>

The results of the reliability test with Cronbach's Alpha values for the Customer Relationship Management variable at 0.825, Price at 0.923, Brand Image at 0.895, and Customer Satisfaction at 0.816. Therefore, it can be concluded that the variables Customer Relationship Management, Price, Brand Image, and Customer Satisfaction are considered reliable. This condition shows that the instruments used by researchers can be trusted and used.



**Table 6. Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardize d Residual
N		103
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.88526680
Most Extreme Differences	Absolute	.080
	Positive	.050
	Negative	-.080
Test Statistic		.080
Asymp. Sig. (2-tailed) <sup>c</sup>		.102
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	.105
	99% Confidence Interval	Lower Bound .097
		Upper Bound .113

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

It is known that Exact Sig. (2-tailed) is at 0.102, which means  $\text{sig} > 0.05$ , so it is concluded that the data distribution in this research can be considered normal.

**Table 7. Multicollinearity Test Results**

Variables	Tolerance	VIF	Conclusion
Customer Relationship Management (X1)	0.319	3.137	Non Multicollinearity
Price (X2)	0.285	3,506	Non Multicollinearity
Brand Image (X3)	0.335	2,981	Non Multicollinearity

The results of the multicollinearity test on the Customer Satisfaction variable show that all independent variables in this study have a tolerance of  $> 0.1$  and the VIF (Variance Inflation Factor) of each variable is  $< 10$ , so it can be interpreted that there is no multicollinearity between each independent variable.

**Table 8. Heteroscedasticity Test Results**

Variables	Significance	Conclusion
-----------	--------------	------------

Customer Relationship Management (X1)	0.804	Non Heteroscedasticity
Price (X2)	0.459	Non Heteroscedasticity
Brand Image (X3)	0.053	Non Heteroscedasticity

All heteroscedasticity test results in the table have a value of  $> 0.05$  with the Glejser test on each independent variable which shows that the three independent variables, namely Customer Relationship Management, Price, and Brand Image, do not show symptoms of heteroscedasticity.

**Table 9.** Test Results for Multiple Linear Regression Analysis & Partial Test (T)

Coefficients <sup>a</sup>								
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error		Beta			Tolerance	VIF
1	(Constant)	1.418	.685		2.068	.041		
	TOTAL_CRM	.198	.054	.337	3.659	<.001	.319	3.137
	TOTAL_HAR	.147	.038	.380	3.903	<.001	.285	3.506
	TOTAL_CIT	.116	.050	.207	2.305	.023	.335	2.981

a. Dependent Variable: TOTAL\_KEP

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

$$Y = 1.418 + 0.198 (X_1) + 0.147 (X_2) + 0.116 (X_3) + e$$

From the multiple linear regression equation model presented above, it can be concluded and interpreted as follows:

- The constant value ( $\alpha$ ) is 1.418, where if an independent variable is Customer Relationship Management, Price, Brand Image, and Service Quality. Then the value of the Customer Satisfaction variable is 1.418. This happens because the variable (X) must have a positive influence on the variable (Y). So it can be interpreted that Customer Relationship Management, Price, Brand Image, and Service Quality have a positive influence on Customer Satisfaction.
- The regression coefficient of the Customer Relationship Management variable is 0.198, meaning that the Customer Relationship Management variable has a negative effect on Customer Satisfaction (Y). If the price increases by 1 unit, then Customer Satisfaction increases by 0.198 units, assuming other variables remain constant.
- The regression coefficient of the Price variable is 0.147, meaning that the Price variable has a negative effect on Customer Satisfaction (Y). If the Price increases by 1 unit, then Customer Satisfaction increases by 0.147 units, assuming that other variables remain constant.

- D. The regression coefficient of the Brand Image variable is 0.116, meaning that the Brand Image variable has a negative influence on Customer Satisfaction (Y). If Brand Image increases by 1 unit, then Customer Satisfaction increases by 0.116 units, assuming that other variables remain constant.

Based on Table 4.19, it can be concluded and interpreted as follows:

**1. Is there any influence of Customer Relationship Management on Customer Satisfaction?**

Based on the results of the T-test, the Customer Relationship Management variable has a sig value of  $0.001 < 0.05$ , which means that the Customer Relationship Management variable (X1) statistically has a positive and significant effect on Customer Satisfaction (Y) (H1 is accepted).

**2. Is there any influence of Price on Customer Satisfaction?**

Based on the results of the T-test, the Price variable has a sig value of  $0.001 < 0.05$ , which means that the Price variable (X2) statistically has a positive and significant effect on Customer Satisfaction (Y) (H2 is accepted).

**3. Is there any influence of Brand Image on Customer Satisfaction?**

Based on the results of the T-test, the Brand Image variable has a sig value of  $0.023 < 0.05$ , which means that the Brand Image variable (X3) statistically has a positive and significant effect on Customer Satisfaction (Y) (H3 is accepted).

**Table 10.** Simultaneous Test Results (F)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	219.406	4	54.852	67.249	.000 <sup>b</sup>
	Residual	79.934	98	.816		
	Total	299.340	102			

a. Dependent Variable: TOTAL\_KEP

b. Predictors: (Constant), TOTAL\_KUA, TOTAL\_CRM, TOTAL\_CIT, TOTAL\_HAR

To answer H4 whether there is an influence of Customer Relationship Management, Price, and Brand Image on Customer Satisfaction, a Simultaneous Test was conducted, and the significance value of the F test was 0.000 or  $< 0.05$ . So it can be concluded that there is a simultaneous influence of Customer Relationship Management (X1), Price (X2), and Brand Image (X3) on the dependent variable Customer Satisfaction (Y). H4 is Accepted.

**Table 11.** Results of Determination Coefficient Test

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 <sup>a</sup>	.733	.725	.899

a. Predictors: (Constant), TOTAL\_CIT, TOTAL\_CRM, TOTAL\_HAR

b. Dependent Variable: TOTAL\_KEP

The determination coefficient R<sup>2</sup> on Customer Satisfaction (Y), has an Adjusted R-Square value of 0.725 or 72.5%. This shows that the contribution of variations in the independent variables Customer Relationship Management (X1), Price (X2), and Brand Image (X3) is able to explain the dependent variable Customer Satisfaction (Y) by 72.5% while the remaining 27.5% is influenced by other variables outside the study.

#### 4. Conclusion And Suggestions

From the results of the research that has been conducted, it can be concluded that customer relationship management has a positive effect on customer satisfaction, price has a positive effect on customer satisfaction, brand image has a positive effect on customer satisfaction, and 3 independent variables, customer relationship management, price, and brand image, simultaneously have a positive effect on customer satisfaction.

Suggestions for Joe's Barbershop are increasing the dissemination of information related to Joe's Barbershop in media such as the internet, there needs to be a match with the prices offered at Joe's Barbershop, there needs to be a marketing approach taken, and increasing the intensity of people spreading & recommending Joe's Barbershop. And suggestions for subsequent researchers are to present a different perspective from previous research and refine the variables in the research.

#### References

- [1] Agusfianto, NP (2015). The Influence of Customer Relationship Management on Trust and Commitment at Salon New York 1 Mataram. JMM UNRAM- MASTER OF MANAGEMENT JOURNAL, 4(3). 1-20.
- [2] Andreawan, BD (2018). The Influence of Service Quality, Location and Price on Consumer Satisfaction at Andika Haircut in Kediri City. Simki Economic Journal, 2(2), 2-13.
- [3] Asmawati, C. and Saputra, RW (2021). Study of Physical Appearance, Brand Image and Word of Mouth Marketing on Purchasing Decisions at Noona Beauty Korea Salon, Barabai City, Hulu Sungai Tengah Regency. AL-ULUM: Journal of Social Sciences and Humanities, 7(2), 73-88.
- [4] Esa, MP (2021). Analysis of the Influence of Service Quality, Price Perception, and Brand Image on Customer Satisfaction at Barberking Barbershop in Surakarta (Undergraduate thesis, Muhammadiyah University of Surakarta).
- [5] Fillayata, VE and Mukaram. (2020). The Influence of Product Innovation on Consumer Satisfaction (Study on Road Café Steak & Pasta Bandung). Industrial Research Workshop and National Seminar, 11(1), 969-976.
- [6] Huq, SM, Aktar, MS and Sarker, MOF (2015). Customer Satisfaction and Loyalty on Beauty Parlor in Bangladesh: An Evidence from Rangpur city. Journal of Business Research, 1(1), 69-80.
- [7] Joe's Barbershop. (2015). Retrieved October 17, 2023, from Instagram:<https://www.instagram.com/p/4MeNgnAih/?hl=en>
- [8] Kumar, V. and Reinartz, W. (2012). Customer Relationship Management: Concept, Strategy, and Tools.
- [9] Lika, T., Restuti, S. and Musfar, TF (2017). The Influence of Brand Image and Customer

Relationship Management on Customer Satisfaction in Increasing Repetitive Buying at Johnny Andrean Salon Mall Ska Pekanbaru. *Student Online Journal*, 4(1), 764-778.

- [10] National Barber Museum. (2014). Barbering Timeline. Retrieved from: <https://www.nationalbarbermuseum.org/about/barbering-timeline>.
- [11] Nisa, NMK, Nuringwahyu, S. and Krisdianto, D. (2021). The Effect of Service Quality and Price on Customer Satisfaction (Case Study on Noveria Haircut, Kedawung Hamlet). *JIAGABI (Journal of Business Administration Science)*, 10(1), 56-63.
- [12] Oktavian, H. (2020). The Influence of Price, Service Quality, Brand Image on Customer Satisfaction at Cutbox Babershop Surabaya. *Journal of Management Science and Research (JIRM)*, 9(12), 1-12.
- [13] Pamungkas, RP (2019). The Influence of Service Quality, Price Perception, and Brand Image on Customer Satisfaction at Arfa Barbershop in Yogyakarta (Undergraduate thesis, Yogyakarta State University).
- [14] Prime, D. (2023). Senjakala Shin Hua, the oldest barbershop managed by the last heir. *Second East Java*. Retrieved October 17, 2023, from <https://www.detik.com/jatim/bisnis/d-6834929/senjakala-shin-hua-barbershop-tertua-which-is-managed-by-the-last-heir#:~:text=Its%20name%20Shin%20Hua%20Barbershop>.
- [15] Posi, SH, Katiandagho, AG and Manoma, S. (2022). The Influence of Price, Service Quality, and Business Ethics on Customer Satisfaction at Anggy Salon. *Journal of Business Economics, Management and Accounting (JEBMA)*, 2(3), 100-108.
- [16] Purnamasari, EP, Santoso, B. and Reskiputri, TD (2022). Service, Price, and Trust and Their Influence on Customer Satisfaction at Wom Barbershop in Grenden Puger. *Journal of Research and Development of Science and Humanities*, 6(3), 387-396.
- [17] Saputro, BI (2022). The Influence of Customer Relationship Management, Brand Personality and Lifestyle on Customer Satisfaction (Case Study at Lynford Barbershop in Surabaya City) (Undergraduate thesis, Universitas 17 Agustus 1945 Surabaya).
- [18] Sofia, NS (2023). Estimated Initial Capital to Open a Barbershop Business, This is What Must Be Considered. *Journal Soreang*. Retrieved October 17, 2023, from <https://jurnalsoreang.ikiran-rakyat.com/economic/pr-1016907191/perkiraan-modal-When starting a barbershop business, these are the things you need to consider>.
- [19] Sunyoto, D., (2015). *Consumer Behavior and Marketing*, CAPS (Central of Academic Publishing Service), Yogyakarta.
- [20] Supriadi, B., Astuti, W. and Firdiansyah, A. (2017). Green Product And Its Impact on Customer Satisfaction. *IOSR Journal of Business and Management (IOSR-JBM)* Volume 19, Issue 8. Ver. III, 35-42.
- [21] Suyoto, I. (2020). The Influence of Price Perception, Product Quality, and Brand Image on Consumer Purchasing Decisions of H&M Clothing at Kelapa Gading Mall (Undergraduate thesis, Kwik Kian Gie Institute of Business and Informatics).
- [22] Tan, ML, Tumbel, AL and Jorie, RJ (2021). The Effect of Service Quality and Price During the COVID 19 Pandemic on Customer Satisfaction at MOI Salon Manado Town Square. *EMBA Journal: Journal of Economics, Management, Business and Accounting Research*, 9(4), 185-193.
- [23] Yohana, GP (2017). The Influence of Service Quality and Price on Customer Satisfaction and Loyalty (study on Medin Beauty customers). *Journal of Management Science*, 5(3), 1-9.
- [24] Yusman, L. (2020). The Influence of Process, Convenience and Perception of Price Fairness on Customer Satisfaction at 92Barbershop (Undergraduate thesis, Sintuwu Maroso University).