

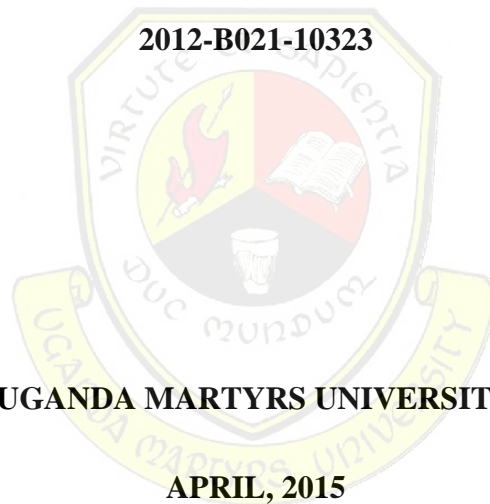
**EXAMINING FACTORS AFFECTING PERFORMANCE OF SALON BUSINESSES' IN**

**UGANDA**

**CASE STUDY: SPARKLES SALONS**

**MIREMBE FRANCES**

**2012-B021-10323**



**UGANDA MARTYRS UNIVERSITY**

**APRIL, 2015**

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UGANDA**

**CASE STUDY: SPARKLES SALON**

**AN UNDERGRADUATE DISSERTATION PRESENTED TO THE FACULTY OF  
BUSINESS ADMINISTRATION AND MANAGEMENT IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE AWARD OF A BACHELORS DEGREE  
OF BUSINESS ADMINISTRATION AND MANAGEMENT  
OF  
UGANDA MARTYRS UNIVERSITY**

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## **DEDICATION**

With gratefulness, I dedicate this work to my beloved late Mother Mrs. Mirembe. Deborah and my lovely Father Mr. Charles, my auntie Miss. Lwawayo Sarah and my Uncle Mr. Lwawayo Samuel for having strived in mentoring me till this day and through their toil, sacrifice and hard work, made me attain this level of education.

This work is with delight dedicated to my dear sisters Catherine, Esther, Florence, Allen, Leah and my brothers Moses, Lawrence, Samuel, Kenneth, Arthur, Albert, Allan, Robert, Lucky, Timothy. My God given friends Sansu, Jacqueline, Stella, Lydia, Viola, Priscilla, Owachi and Sister Jane. I appreciate your love and care because without your support and encouragement, I would not be where I am today, you are my rock.

## **ACKNOWLEDGMENTS**

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My heartfelt gratitude goes to the management and staff of Sparkles Salon for participating in this research by giving me their time and filling in the questionnaires that were distributed, without your help, it would not be possible to write this dissertation as far as analyzing the data is concerned.

Special thanks go to the staff of Archbishop Kiwanuka Memorial Library for allowing me get access to the relevant literature I needed to write my dissertation.

Lastly, I would like to thank some of my classmates with whom I used to discuss and consult from, old and new friends that have come my way. I greatly appreciate all the help and May God generously bless you and make all your plans succeed by His Grace.

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## **LIST OF ABBREVIATIONS**

CARS	Consortium for Alternative Reward Strategies
EDP	Expectancy Disconfirmation Paradigm
SMS	Salon management software

## **ABSTRACT**

The study was about examining factors affecting performance of salon businesses' in Uganda, a case study of Sparkles salon. The research had three objectives: to evaluate how location affects performance of salon businesses, to examine how technology affects performance of salon businesses and to assess how employee motivation affects performance of salon businesses.

A case design was used during the research where the researcher used both quantitative and qualitative approaches to better understanding of the research problem; the scope; justification, significance of the study as well as an illustration of the conceptual framework and a conclusion to the chapter.

Chapter two is literature review that depicts the contribution of the different scholars to the subject and the development of my own conceptual framework. Each scholar gives more detail on each specific objective in relation to performance before a conclusion is made to the chapter.

Chapter three discusses the research design to be used, the study population, sample size, techniques of analysis, the type and source of data, as well as the criteria for interpretation of the research findings.

Chapter four is about the presentation and discussion of the data collected in relation to the research objectives.

Chapter five brings out the summary, conclusions drawn and the recommendations made as well as suggestions for further research.

# CHAPTER ONE

## GENERAL INTRODUCTION

### 1.0 Introduction

A salon is a facility which offers beauty services. Salons provide a wide array of services to men and women, and can be found in many regions of the world. Employees at Sparkles salon offer services like facial treatment, all hair styling, pedicure, manicure, haircut, and usually require a license from the government in the area where they work.

Location of a salon in rural areas can create a feeling of retreat and relaxation for the clients and disadvantages might be that the salons are harder to find and marketing will be more difficult. Salons located in shopping centers like in a busy shopping plaza will give salon marketing opportunities and allow easier access for walk in appointments and finally many salons are located in inside shopping malls because they are accessible to walk in and being around stores makes a salon convenient to stop for customers ([www.ccibeauty.com/article/2what makes a salon successful](http://www.ccibeauty.com/article/2what%20makes%20a%20salon%20successful)).

According to Jones (2013, may 20), salon management software can help a beauty salon with appointments, inventory, financial reporting capabilities and pay roll functions. Technology can further help a beauty salon build a list of clients and track their spending patterns. According to Joy (2013), some of the equipment's and software used in hair salons are computers, Hair Brushes and Comb, Scissors and Hair Clippers, Hair Rollers, Hair Pinup Tools, Hair Styling Chairs, Hair Steamers, Hood Dryers, Shampoo Bowls, Hair Styling Station Carts and Trolleys, Reception Desk, Waiting Area Chairs and, Shave trim & haircut, Clipper haircut.

This study focuses on Factors and performance of salon businesses consisting of two main variables known as the independent variable and the dependent variable, the independent variable is factors and the dependent variable is performance of Salon businesses'. The study is to examine factors affecting performance of salon businesses' in Uganda. This chapter presents the background of the study, the statement of the problem, objectives of the study, research questions, research hypothesis, and the scope of the study, the justification of the study, significance of the study and definition of key terms.

### **1.1 Background of the study**

Sparkles Salon is a unisex establishment with exceptional services across its sites and locations. Through the various sites, Sparkles salons are adequately equipped with industry best technology to cater for the beauty and exquisite image of our clientele. For almost a decade now, our clientele continue to render outstanding reviews across our various lines of services. We know this to be rather critical to our operation that we cannot take it for granted. Thus far, this has become a critical aspect of our story which justifies our impeccable growth.

Established in 2003, Sparkles salon has grown to tremendous strength and size. From a single site to several strategically located service centers and still growing, Sparkles salons continue to be a hallmark of exceptional service in the beauty and personal care industry in Uganda, and steadily rising to outshine its regional competitors.

Our team of outstanding beauty specialists and stylists are taken from some of the industry's best reviewed schools of beauty in the region, including some directly trained under the Sparkles salon training program of mentorship in the industry and refined through a well-reviewed syllabus developed by Sparkles salons.

People have interest in hair and beauty salons because the best place to buy from hair products is the salon where you will be advised on what is good for you and still get something genuine. They want to look attractive and a bit younger. As you are in a salon, you may ask your hair dresser to explain what difference is between products. The discussion will be interesting and by the time you leave the salon, you may have a lot about different hair products and any hair stylist will be glad to answer the customer.

Hair products come in different collections and some are specialty products meant for demanded hair. Depending on the type of hair you have, the stylist will give you a product that will suit your hair and still make it regain its growth. By just getting the textures and length of hair, they will advise on what styling products to use for your hair. Natural hair products are the best for any kind of hair; it gives you an attractive and perfect look.

According to Belcher (2014), pros of salon businesses are, set your own hours and prices. Owning your salon allows you to set your hours and prices according to the community in which you live. If you find that while most salons are closed on Mondays, but the vast majority of your customers prefer to get their hair done on this day, you can open the salon. Moreover, you can be as competitive as you desire with your pricing, since you don't have to answer to anyone else.

Set your salon apart with innovative stylists step outside the box creatively and come up with fun and funky styles that are exclusive to your salon. Moreover, hire stylists from a variety of different locales to provide your customers with something they can't get anywhere else in town. Consider former celebrity stylists, if you can afford them, or even someone that has just graduated from a top cosmetology school and is experienced in new hair techniques.

According to Belcher (2014), costs of salon businesses are cost to start a salon can be extensive, depending on how many stylists you choose to start with, the size of the space and the type of products you stock. In fact, the cost of opening a salon is the most common thing that stands in the way of ownership for many aspiring salon owners. The best way to combat this is through a bank loan or gift from family and friends.

Heavy responsibility .Once you own a salon, the responsibility to make it successful rests on your shoulders. Your clients and stylists depend on you to be open and fully operational. This can be a heavy weight to bear as the owner; many times, you may find that you have to work later, harder and more efficiently than everyone around you just to make it.

According to Dyne (1998), stress and Routine suggest that quantitative measures of habitual work performance should be positively related to moderate amount of work stress, For hair salons employees, many aspects of cutting hair ,giving permanents, are routine by performing these tasks at a fast rate while maintaining quality, customer satisfaction, employees can enhance their sales revenue(routine performance) when work stress is low to moderate due(for example to time pressures) arousal increases employees performance well practiced with behaviors with increased efficiency.

## **1.2 Statement of the problem**

The research study was conducted from Sparkles Salon; Garden City branch which is on the 1st floor of Garden City mall, along Yusuf Lule road in the central region in Kampala district.

Hair salons today are offering more spa services and, therefore, expanding to what is being called the full-service salon. Sandra (2006), cited that according to (Blyth, 2005), often many salon owners lack marketing skills and therefore need assistance in researching the best type of



advertising required to compensate for these expansions .The necessity for salons to expand and get a piece of this fast-growing market has affected salons along with expansion comes marketing, which not all small business salon owners are familiar with.

Sandra (2006), cited that according to Blyth (2005), many salon owners' interests are creative, rather than commercial and business-oriented. In his consulting experience, Blyth found salon owners lack the marketing and financial skills required to increase business, therefore salon owner's need to be commercial, business oriented with marketing and financial skills required to increase their businesses. Manage my Spa (2010), salon owners today are faced with increased competition, a shortage of talented professionals, and employees that have other opportunities readily available, therefore salon owners have to be competitive with other salons while possessing talented professional and employees that have other opportunities readily available. The research was carried out to examine factors affecting performance of salon businesses in Uganda with Sparkles salon as case study.

### **1.3 Objectives of the study**

#### **1.3.1 Major objective**

1. To examine factors affecting performance of salon businesses in Uganda.

#### **1.3.2 Specific objectives**

1. To evaluate how technology affects performance of salon businesses in Uganda.
2. To examine how location affects performance of salon businesses in Uganda.
3. To assess how employee motivation affects performance of salon businesses in Uganda.

## **1.4 Research Questions**

1. How location affects performance of salon businesses in Uganda?
2. How technology affects performance of salon businesses in Uganda?
3. How employee motivation affects performance of salon businesses in Uganda?

## **1.5 Scope of the study**

### **1.5.1 Geographical scope**

The study was carried out in the central region in Kampala district and focus was on Sparkles Salon; Garden City branch which is on the 1st floor of Garden City mall, along Yusuf Lule road. The salon was selected because Kampala is the capital and largest city in Uganda and with a very large population of people.

### **1.5.2 Subject scope**

The study was to examine factors affecting performance of salon businesses in Uganda, a case of sparkles salon. The variables in the study were factors such as location, technology ,employee motivation as independent variables while the performance of salon businesses such as productivity, efficiency, customer satisfaction are the dependent variables of the study.

### **1.5.3 Time scope**

The study focused on the period of one year .This is because the period was long enough for the researcher to find out the truth about the study, both qualitative and quantitative approaches were used and this is the methodological scope of the study.

## **1.6 Significance of the study**

Significance of the study is the relevance in terms of academic contribution and practical use that might be made of the findings and will contribute to the following areas. The study is important because it examines factors affecting performance of salon businesses in Uganda. The study is of high benefit to salon businesses because it provides useful frame work for analyzing the strategic significance of salon services leading to greater widening of the business scope that result in to customer satisfaction. This study will enable Salon owners and employees to understand factors affecting performance of their salon businesses with acquisition of knowledge on how to improve performance of salon business.

The study will benefit management of salon businesses since decisions made will help in problem solving like use of new technology equipment's that makes work faster within a few minutes hence avoids customers from waiting for the service, planning, control and management of daily operations of salon activities.

## **1.7 Justification**

Salons management needs to draft a business plan to engage in management training programs to assist them with compilation and implementation of businesses plan as well as goal setting plans to achieve the set goals.

Salon management should have knowledge of how to go about engaging in strategic decisions where the salon owners should have knowledge of business growth aspirations and strategic planning compilation of business plan if wishing to grow well.

## **1.8 Definition of key terms**

**A Beauty salon** is an establishment that offers a variety of cosmetic treatments and cosmetic services for men and women. Offers services like professional hair cutting and styling, manicure and pedicures and often cosmetics make ups and makeovers.

**Location** According to Feldman (2000), is a position or site occupied or available for occupancy or marked by same distinguishing feature.

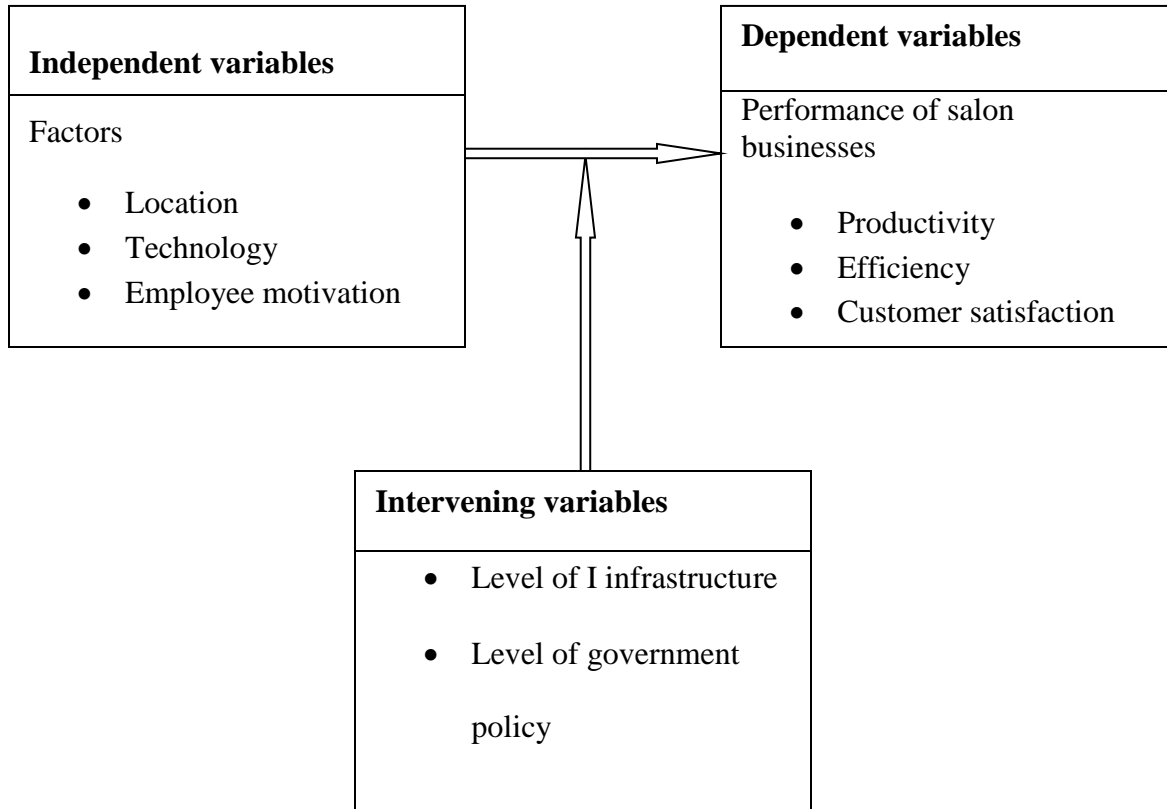
**Technology** According to Waddle (2013), is application of knowledge to the practical aims of human life on to changing and manipulating the human environment. Technology includes the use of materials, tools, techniques and sources of power to make life easier.

**Employee Motivation** is the desire to make huge efforts in achieving goals for the respective organization while recognizing efforts capability in fulfilling personal needs as cited in Ramall (2004).

**Employee Motivation** According to Simon (1995), is a factor which encourages people to select a particular job, continue working there while putting in one's best effort.

## 1.9 Conceptual frame work

Figure 1 Conceptual frame work



Source: Developed from self-review Lyndsay (2009), Evans (1994)

The conceptual framework focuses on the relationship between factors and performance of salon businesses. The independent variables is factor and dependent variable is performance of salon businesses and all the independent, dependent and intervening variables contribute to the performance of salon businesses'. Factors comprise of location, technology and employee motivation while performance consists of productivity, efficiency and customer satisfaction.

The independent and dependent variables are highlighted by the intervening variables such as; level of infrastructure and government policy. The framework portrays the factors that lead to the performance of salon businesses' as illustrated above.

## **1.10 Conclusion**

This chapter mainly brings out the introduction of the topic and the background of the case study, the key objectives to be studied and got through the findings that are to be made, key terms used in relation to the topic, the conceptual framework and the explanation used to relate the each independent variable to its corresponding dependent variable.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

In this chapter, the works of the past researchers were summarized and only those pertinent ideas relevant to this study were highlighted. As such areas which were not sufficiently covered in the past studies were identified and only those in line with the objectives of the study will be captured. The literature review was conducted in accordance with the objectives and citations made in each objective indicating the research gaps that the study intends to fulfill.

#### 2.1 Theoretical frame work

According to Yuskel ,A & Yuskel,F (n.d), the marketing and consumer behavior literature has traditionally suggested that customer satisfaction is a relative concept and is always judged in relation to standard. (Olander, 1997), consequently in the course of the development, a number of different competing theories based on standards have been postulated for explaining customer satisfaction. The theories include Expectancy Disconfirmation paradigm (EDP), the value percept theory, the attribution theory, the Equity theory, the Comparison level Theory, the Evaluation Congruity Theory. Early researchers, including Engel, Kollat & Blackwell (1968), Howard & Sheth (1969) & Cardozzo relied on the dissonance theory developed by Festinger (1957), subsequent studies Anderson (1973), Olshavsky & Miller (1972), drew on the assimilation contrast theories proposed by Sheriff & Hovland (1961). Later Oliver (1977) ,drawing on the adaptation level theory Helson (1964), developed the expectancy Disconfirmation Model for the study of customer satisfaction which received the widest acceptance among researchers

### **2.1. 1 Expectancy Disconfirmation paradigm Theory**

According to Yuskel ,A & Yuskel, F (n.d), drawing on the shortcomings of the above early theories of consumer satisfaction, Oliver (1977; 1980), proposed the Expectancy-Disconfirmation Paradigm (EDP) as the most promising theoretical framework for the assessment of customer satisfaction. The model implies that consumers purchase goods and services with pre-purchase expectations about the anticipated performance. The expectation level then becomes a standard against which the product is judged. That is, once the product or service has been used, outcomes are compared against expectations. If the outcome matches the expectation confirmation occurs.

According to Yuskel ,A & Yuskel,F (n.d), disconfirmation occurs where there is a difference between expectations and outcomes. A customer is either satisfied or dissatisfied as a result of positive or negative difference between expectations and perceptions. Thus, when service performance is better than what the customer had initially expected, there is a positive disconfirmation between expectations and performance which results in satisfaction, while when service performance is as expected, there is a confirmation between expectations and perceptions which results in satisfaction. In contrast, when service performance is not as good as what the customer expected, there is a negative disconfirmation between expectations and perceptions which causes dissatisfaction.

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Yuskel, A & Yuskel, F (n.d), disconfirmation theory argues that ‘satisfaction is related to the size and direction of the disconfirmation experience that occurs as a result of comparing service performance against expectations’. Szymanski and Henard found in the meta-analysis that the disconfirmation paradigm is the best predictor of customer satisfaction. Ekinci et al (2004), cites Oliver’s updated definition on the disconfirmation theory, which states “Satisfaction is the guest’s fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment”.

Yuskel,A & Yuskel,F (n.d), cited that according to Mattila, A & O’Neill, J.W. (2003), “Amongst the most popular satisfaction theories is the disconfirmation theory, which argues that satisfaction is related to the size and direction of the disconfirmation experience that occurs as a result of comparing service performance against expectations. Basically, satisfaction is the result of direct experiences with products or services, and it occurs by comparing perceptions against a standard for example expectations. Research also indicates that how the service was delivered is more important than the outcome of the service process, and dissatisfaction towards the service often simply occurs when guest’s perceptions do not meet their expectations.

According to Yuskel, A& Yuskel, F (n.d), this type of discrepancy theory has a long history in the satisfaction literature dating back at least to Howard's & Sheith's (1967), definition of satisfaction which states that it is a function of the degree of congruency between aspirations and perceived reality of experiences. Porter (1961), can be credited with early empirical applications of this comparative model of customer satisfaction in the field of job satisfaction (cf.Oliver, 1997). In his study, Porter, for instance compared the workers' perception of how much is the facet (for example, pay), there should be to the worker's perception of how much is the facet there now. In support of porter's view, Locke (1965), proposed that this discrepancy methodology could be employed in assessing employees' job satisfaction.

### **2.1.2 Relevance of the theory**

According to Yuskel, A & Yuskel,F (n.d), additionally, expectations are argued to have a direct positive effect on satisfaction because "without observing the performance, expectations may have already predisposed the consumer to respond to the product in a certain way (the higher the expectations, the higher the satisfaction or vice versa)" (Oliver, 1997). If high expectations lead to more favorable ratings, then one may suggest that companies should strive to raise expectations substantially above the product performance in order to obtain a higher product evaluation (Yi, 1990). However, the validity of this suggestion is also questionable. Raising expectations substantially above the product performance and failing to meet these expectations may backfire, as small discrepancies may be largely discounted while large discrepancies may result in a very negative evaluation. Given these complications, it appears that increasing service performance may be the safest strategy.

### 2.1.3 Criticisms of the theory

According to Yuskel, A & Yuskel,F (n.d), the main criticism is focus on the use of expectations as a comparison standard in measuring customer satisfaction, the dynamic nature of the expectations and the timing of its measurement, the meaning of expectations to respondents ,the use difference scores in assessing satisfaction and the reliability and validity of the EDP in predicting customer satisfaction refer to Yuksel & Yuskel (2001), for a detailed discussion on EDP limitation). One of the problems related to EDP is the suggested sequence of the model, which presupposes that everyone has precise expectations prior to the service experience. It is obvious that without these prior expectations, disconfirmation of expectations cannot occur (Halstead, Hartman & Schmidt, 1994). However the logic of the EDP stating that everyone has firm expectations of all attributes prior to service experiences, might be less meaningful in situations where customers do not know what to expect until they experience the service .

According to Yuskel, A & Yuskel,F (n.d), another problem of EDP is post purchase evaluations may not be based on initial evaluations. For instance McGill & Iacobucci (1992), report that in contrast with what might have been expected from the literature on disconfirmation paradigm, the comparison of subjects listing features that affected their level of satisfaction in the post experience questionnaire were not entirely consistent with the listing factors that they expected to affect their level of satisfaction in preexistence questionnaire. Whipple & Thach (1989) , state that expectations may be important indicators of choice preference and "there is evidence that pre-purchase choice criteria and post-purchase choice criteria are not the same". If different evaluative criteria are used before and after a service experience then "the initial expectation framework is disregarded and is of little value for measuring satisfaction".

According to Yuskel, A & Yuskel, F (n.d), an additional problem related to the EDP is its main presumption. The current logic of the EDP predicts customers will evaluate a service favorably, as long as their expectations are met or exceeded (Iacobucci, Grayson, & Ostrom, 1994).

According to & Yuskel, F (n.d), however, this may not be the case every time. In situations where consumers are forced to buy an inferior, less desirable brand because their preferred brand is not available, then consumers may not necessarily experience disconfirmation of a pre-experience comparison standard (LaTour & Peat, 1979). "If a less desirable brand was indeed as undesirable as the customer had expected it to be, the customer satisfaction: Conceptual Issues consumer would experience no disconfirmation, and yet could be quite dissatisfied" (Iacobucci et al., 1994). In addition, users of new brands who experience unfavorable disconfirmation of a high pre-experience standard, which was generated through advertising, may still be satisfied with the brand, if it has more of the desired attributes than competing brands (LaTour & Peat, 1979).

Customers with little or no brand experience of products and services constitute a special case in the EDP, as it is not clear how the EDP may be applied to the evaluation of services for which the consumer has little information or experience to generate a meaningful expectation (Halstead et al., 1994; McGill & Iacobucci, 1992). Customer expectations of completely unfamiliar experiences (for example, first time travel to Eastern Europe) are almost meaningless (Halstead et al., 1994). "Though one might assume that expectations based on travel to other parts of Europe would be an appropriate proximate, this too, may have little relevance to the actual experience" (Halstead et al., 1994). Lack of any kind of previous experience with the service, or not knowing what to expect as a result of the absence of pre-purchase information, may result in tentative and uncertain expectations (Crompton & Love, 1995; Mazursky, 1989;

McGill & Iacobucci, 1992). In these situations, regarding expectations as firm criteria against which make evaluative judgments is likely to be fallacious (Crompton & Love, 1995).

## **2.2 Location and performance of salon businesses**

According to Evans (1994), location of a salon in rural areas can create a feeling of retreat and relaxation for the clients and disadvantages might be that the salons are harder to find and marketing will be more difficult.

Salons located in shopping centers like in a busy shopping plaza will give salon marketing opportunities and allow easier access for walk in appointments and finally many salons are located in inside shopping malls because they are accessible to walk in and being around stores makes a salon convenient to stop for customers.

According to Evans (1994), some locations can have a dramatic effect on productivity of a business by providing a constant flow of pedestrian traffic. Busy down town city streets and malls are ideal locations for salon business, as the high number of potential customers will stop and conduct business likewise, business situated in strip malls or even in standalone buildings but located along busy streets have increased exposure to passing traffic, boosting the visibility of the business and making passersby more likely to stop in. On the opposite end of the spectrum, businesses located in hard areas to find or difficult to access locations may experience reduced productivity. If customers are not able to find salon business, they will not be able to help the business succeed. If they find the business but factors such as a small, full parking lot, difficult to maneuver premises.

According to Evans (1994), the location of a business can also affect its success and productivity by extracting financial costs. Some municipalities may have higher sales and other taxes which eat in to a business's bottom line. Operational or professional licenses may cost more in some areas, adding to the cost of doing business and reducing profitability by the same measure, some municipalities require frequent evaluations and or inspections which further reduce a business's productivity and profit.

### **2.3 Technology and performance of salon businesses**

According to Joy(2013), some of the equipments used in hair salons are computers, Hair Brushes and Comb, Scissors and Hair Clippers, Hair Rollers, Hair Pinup Tools, Hair Styling Chairs, Hair Steamers, Hood Dryers, Shampoo Bowls, Hair Styling Station Carts and Trolleys, Reception Desk, Waiting Area Chairs and with services such as Hair treatment (hair color, hair relaxation, hair extension, hair braiding),Shave trim & Shave hair Braiding) Body care (Spa massage, facial cleansing, facial treatment, Spa, Manicure) & Pedicure nail Care (Pedicure nail & groom, manicure acrylic/gel nails trim) & Shave (Trim & Shave hair color, shave hair Color, Scissor. haircut, Clipper haircut.

Salon management software is a technological advancement that can help a beauty salon function more efficiently. According to Jones (2013), salon management software can help a beauty salon with appointments, inventory, financial reporting capabilities and pay roll functions. The article says that the technology can even further help a beauty salon build a list of clients and track their spending patterns.

Another benefit is that the salon management software can help keep track of clients and their purchases. This can help the salon Manager Build marketing tools based on favorite best-selling products .One of the biggest issues in beauty salon is the appointment of books. Hair stylists and other beauty professionals can lose their books and have cluttered appointment pages with many erase marks

Long (2000), technology advances increase productivity by streamlining and sales tracking. Websites and social media marketing are also important to attract and maintain customers that are vital to a salon's success.

Software programs are becoming essential technology for hair and beauty salons. A customer's spending habits, appointments and even details of their last visit can be filed for future reference .Financial reports can be easily prepared based on inputted data. Inventory and supply purchases can also be recorded and tracked allowing for a more organized approach to daily.

Long (2000), real time marketing can boost hair and beauty salon businesses by using social media technology to attract new customers and show case services. E-mails, newsletters and mobile messaging marketing programs can advertise special deals to existing operations. Websites, where a web presence is becoming increasingly vital to the operation of hair and beauty salon, websites allow personal service providers to feature their available beauty services in addition to providing information on their location and hours of operation. Many salons have realized the value in allowing customers to book their own appointments on line and offer real time scheduling capabilities through their company website.

According to Ramey (2013), marketing: unlike in the past when your next door beauty salon was only known by the community, today things have changed, beauty salons have adopted the social marketing fever and many of them are using social networks like face book, yelp, and four square .The most important social networks for these local businesses are yelp.com and four square.com. With help.com customers can post reviews on any beauty salon with their location. Then foursquare.com will basically suggest beauty salons your friends on face book like. For example, if a beauty salon owns a face book page and it promotes itself well to targeted users, its customers will click the like button they appreciate the services being offered at that beauty salon, so if your friend likes a specific salon within your location, the next time you use foursquare, they will use the data from the face book and suggest beauty salons liked by your friends with in that particular location. Fourth square will act as localized recommendation service powered by your friends “LIKES”.

According to Ramey (2013), use of salon management software (SMS) reminders, Due to the huge competition in the beauty salon business, it is advisable to stay in touch with your clients all the time at an affordable cost. If you want to gain competitive advantage and increase on the number of customers for your beauty salon, you will need to integrate SMS technology in your business. Launch SMS campaigns with offers to your already verified customers and promote incentives to new customers using SMS advertisement. It is very cheap to send bulky, all you need are the contacts of your clients and other targeted customers’ satisfy your customers by offering the best service and also keep them engaged all the time. Customer Service is a very crucial factor in business growth. Some of the services you can offer via SMS can include appointments reminders, holiday promotions, coupons for discounts, suggesting of new styles for your clients.



Use Salon Management Software: This “SMS” will help you manage your salon effectively, this software can help you manage appointments, financial records, manage inventory and also manage pay rolls .With this software you can be in position to build a list of clients and track their spending patterns whenever they come to your salon, this will help you improve on your customer care service. The cost of this software varies depending on the functions and needs of a client.

## **2.4 Employee motivation and performance of salon business**

According to Lyndsay (2009), the “Service-Profit Chain” model developed by Harvard University emphasizes the circular relationship between employees, customers and shareholders. Under-staffed, under-trained employees will not deliver good quality customer service, driving customers away. Equal effort must be made in attracting, motivating and retaining employees as is made for customers, ultimately delivering improved shareholder returns. Better shareholder returns mean more money is available to invest in employees and so the circle continues

According to Mohammed, B.A., et al., (2012), customers evaluate service outcomes on the basis of their prior expectations and given specifications of a product. Service outcome could be positive or negative based on a comparison between actual service provided and customer’s expectations. Customer’s perceived value is a significant factor that influences customer satisfaction (Yang & Peterson, 2004).

According to Mohammed, B.A., et al., (2012), a large number of companies neglect to evaluate employee’s motivation level while conducting customer satisfaction surveys however many studies have confirmed that employees are internal customers and their satisfaction contributes to the overall customer’s satisfaction and organizational performance (Chen, 2011), in service

sector excellent service quality is the core of customer satisfaction whereas motivated employees are essential for improving the quality of service (Chen, 2011), employees must have the ability to understand and solve specific needs of the customer in a courteous manner.

Tracey, D. (2014), every member of staff is different and will be motivated by different things. Whether part-time, temporary or full-time, it is important to ensure that every individual team member feels they are appreciated and that they play an instrumental role. If salon owners fail to do so they will suffer high staff turnover. In fact, 79% of employees who quit their jobs cite lack of appreciation as the main reason (according to a survey conducted by the Society for Human Research Management). Set individual targets based on what can be achieved by each member of the team and be sure to make rewards attainable by everyone and measured on performance improvement. Putting in place a scheme that rewards the stylist with the 'most clients' per month or 'highest monthly sales of a particular retail product' can be de-motivating as it can result in the same person winning month in, month out and omit those members of staff who are not stylists. Try 'best customer service', or 'best demonstration of product knowledge,' with the owner or manager having the discretion to award based on what they know and see. It goes without saying that any investment in rewards shouldn't exceed the expected increase in revenue that will result from having a motivated workforce, nor does it need to. There are plenty of low-cost, high-impact options that can deliver the required result such as vouchers, gift cards, cinema tickets, restaurant tokens and experience days. Similarly, there are other options that are highly valued by staff that have no direct costs, such as an extra day's holiday, being spared some of the more mundane salon tasks or being made tea or coffee on demand for a day.

According to Mohammed, B.A., et al., (2012), motivated employees can bring better results as compared to unsatisfied employees. Employees perform their duty efficiently when they feel satisfied from their company (Zerbe et al, 1998). Simon and DeVaro (2006), argued that investment in developing motivated employees is an expense for the firm which will benefit the organization in the long run as it improves employee efficiency and quality of the service. Gittell, Nordenflycht, and Kochan (2004), warned that it must be kept in mind that minimizing the employee cost may lead to lower employee productivity and service quality.

Bianca (2007), cited that according to a Harvard Business review article in (2008), researchers concluded that addressing an employee's drive to bond has the biggest effect on employee commitment. Also, they decided that addressing an employee's drive to comprehend is most significantly connected to employee engagement. This can be seen in how managers set goals for their work. They can create team projects, assign employees tasks they find engaging, offer incentives for goal completion and ensure that the group receives credit for its work.

Bianca (2007) cited, that according to Csikszentmihalyi (1975), where one psychological view suggests that very high levels of intrinsic motivation are marked by such strong interest and involvement in the work and by such a perfect match of task complexity with skill level that people experience some kind of psychological "flow" a sense of merging with the activity they are doing.

According to Mohammed, B.A., et al., (2012), to achieve higher service quality and employee productivity organizations must develop an encouraging work environment where employee contribution in problem solving and achieving organizational goals is appreciated.

Simon and DeVaro (2006), found that companies can motivate their employees by offering good salaries, organizational culture and growth opportunities. By motivating employees towards their work companies can enhance their employee's productivity resulting as improved services and products to satisfy customer's demand.

According to Lyndsay (2009), customer service must be consistent. Customers expect consistent quality of customer service; with a similar, familiar look and feel whenever and however they contact the company. Say you visit an expensive hairdressing salon and receive a friendly welcome, a drink and a great haircut. You are out of town and visit the same hairdressing chain and get no friendly welcome, no drink and a great hair-cut. Are you a satisfied customer who will use that chain again? Probably not, as you did not receive the same customer service which is more than a good hair-cut. Employees are customers' too. The quality management movement brought the concept of internal and external customers. Traditionally the focus was on external customers with little thought given to how internal departments interacted, improving relationships with internal customers and suppliers assists delivery of better customer service to external customers, through reduced lead-times, increased quality and better communication.

Hickman and Oldham (1980), when employees have high autonomy receive feedback about their performance and have an important identifiable piece of work to do which requires skill variety; they may experience feelings of happiness and therefore intrinsic motivation to keep performing well.

Mohammed, B.A., et al., (2012), cited that according to Fulmer et al., (2003), described attitude of the employees while dealing with customers can impact the customer's satisfaction level positively if they are able to satisfy the customer exert efforts to satisfy them.

A number of studies have been conducted to identify employee's impact on customer's perception that builds brand image. Employees that provide direct service to the customers are a strong medium in building brand image. Employee motivation towards their job can have a vital impact on service quality and customer's satisfaction level (Gittell & Weiss, 2003).

Hackman and Oldham's (1976), model of job enrichment propose that jobs can be made more motivating by increasing the skill variety (the number of different skills required by the job) task identity (the degree to which the job produces something meaningful), task significance (the importance of work) autonomy (the degree to which individuals has freedom in deciding how to perform the job) and feedback (the degree to which the individuals obtains an ongoing .

Swinton (2013), "the New Employee Reward System" focuses on reward programs put in place by businesses for their employees. The author points out businesses tend to focus on the organizational performance as a basis for success rather than recognizing their human capital assets (Gibson, 1995). The author cites research conducted by the Consortium for Alternative Reward Strategies (CARS) found that providing rewards for employees not only improves performance but rather they tend to have high return on investments. The author argues for business leaders to develop reward plans in relation to organizational goals. By having rewards and goals contingent on each other the performance goes up and the business is more successful. Furthermore, the CARS study showed that for every dollar spent by the organization on reward programs, over two dollars was gained in return (Gibson, 1995). This article demonstrates that rewards do motivate employees.

According to Mohammed, B.A., et al.,(2012), studies have been done on evaluating the employee's impact on company's performance and the results often showed a positive relationship between the employee's attitude and the company's performance. Companies that are perceived as best companies motivate their employee's attitude by attracting them towards different advantages (Simon & DeVaro, 2006).

Tracey, D (2014), research shows that the more motivated and engaged staff are, the better the levels of customer satisfaction, which in turn translates to lower customer churn and a more profitable business. Therefore it makes sense for salons to invest in staff just as they would in customers. It is not just a 'new age', happy initiative to make staff feel loved, there are sound financial reasons too, not least the costs involved in recruitment. Whether it's a simple 'well done' at the end of a day or a more complex reward scheme, it is as important to acknowledge positive performance as much as it is to address a problem. Maximizing staff performance, ensuring employees are able to develop skills and knowledge and deliver good customer service is essential for the salon. With consumer budgets remaining strained, salons face immense pressure to attract customers, but ensuring staff members are motivated supports this goal., "Motivation may impact employee commitment in an organization"(Ramlall, 2004, p. 53). It is logical to conclude that an employee that felt committed to and organization would be less likely to quit. Ramlall cited Maslow's Need Hierarchy Theory as tool that provided managers a system to motivate employees. People need psychological reminders that they have met the need of security. Praise and rewards are recognized as contributors to this belief. Furthermore, these two items fulfill affiliation and esteem needs (Ramlall, 2004).

## **2.5 Conclusion**

This chapter mainly explains the introduction of the topic, review of literature, theoretical framework of past researchers in relation to the independent variables.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter explains the study design which the researcher employed, this includes, the area of the study population of the study, the sample size, sampling techniques, methods of data collection, quality control, data analysis and presentation, measurement of variables, ethical considerations and limitations of the study.

#### **3.1 Research design**

Research design is an arrangement that aids in conceptualizing of the variables, handling of research methods, sampling of respondents and handling of data analysis technique. This research design enabled the researcher to follow and use appropriate procedures when carrying out the study with the help of qualitative and quantitative approaches that were used to conduct, examine the present views of factors affecting performance of salon businesses in Uganda, with Sparkles salon as the case study in Kampala. In order to have a broad view about the factors affecting performance of salon businesses, the study will be a cross sectional because it enables the collection of the information from the sample measurements that are made for a single period. The qualitative approach Marshall and Rossman (1995), observed that qualitative research aims to get a better understanding through first-hand experience, truthful reporting and quotation of actual conservation and quantitative approaches represent research strategies and they are clearly separated in their views on the role of theory and which scientific approach to



use (Bryman A, 2003 cited in Kpedor, 2012), a proper research design enables the researcher to follow and use appropriate procedure to follow when carrying out the study which is based on qualitative and quantitative used to present the views of the factors affecting performance of salon businesses in Uganda with Sparkles salon as the case study in Kampala district.

### **3.2 Area of the study**

Kampala is one of the found districts in Uganda and considered the capital city of Uganda and found in the central region of the country, highly industrialized with a high population potential for business establishment, growth and success. The study was conducted at Sparkles Salon which has four branches and concentration was at Garden City which is on the 1st floor of Garden City mall, along Yusuf Lule road in the central region in Kampala district. The researcher choose Sparkles salon because it has experienced steady growth over the years making the salon a potential area for easy accessibility by the customers receiving services.

### **3.3 Study population**

Study population is the total number of potential units for observation or an entire group of people, objects, or event having at least one characteristic in common.

In the study the population was composed of managers, management and staff (both male and female) of the selected salon business .This enabled collection of a wide range of information about Factors affecting performance of salon businesses. The study population consists of Sparkles salon and however this population is infinite since there is no source from which a finite population could be assessed.

### 3.4 Sample Procedures

#### 3.4.1 Sample size

Based on infinite population, A sampling procedure refers to a subject of a population (Sekaron, 2003) and comprises of some selected members who would make it possible to generate such features of the population elements. Since the population between the sample size of the salon within the study area is un known, the sample size is derived using the formula below (Kaberuka, 2003)

$$n = \frac{Z^2(Pq)}{e^2}$$

Where N is the sample size

Z is the level of confidence (1.96)

P is the population proportion (50%)

E is the margin of error (12%)

$$Q = (100\% - 50\% = 50\%)$$

$$\text{Therefore } n = \frac{(1.96)^2 (50 \times 500)}{12^2}$$

$$N = 66$$

The sample size drawn from the study population was a maximum of 66 consisting of both male and female respondents who were interviewed and given questionnaires.

### **3.4.2 Sampling techniques**

Bloor and Wood (2006), define sampling as the selection of cases from wider populations starting that the units of a sample may be individuals, institutions and communities.

Sampling technique provides a range of methods that enable the researcher to reduce the amount of data they need to collect by considering only data from a sub group rather than all possible cases. Collecting data from a sample which represents the entire population would provide results that are more useful (Saunders, Lewis and Thomhill, 2009). The researcher used a simple random sampling technique to select 66 respondents who informed the topic under discussion with the purpose of reducing bias form target population.

## **3.5 Data collection methods and instruments**

### **3.5.1 Questionnaires**

A questionnaire is an instrument consisting of a series of questions and other prompts for the purpose of collecting information from the respondents. This was designed for collecting qualitative and quantitative data and extracting information concerning all the aspects of the study. This was to collect adequate information over a short period of time and suitable because the target population is literate and makes use of recognition of good questionnaire designs highly essential to the researcher .Both closed and open ended questions were used to obtain information from the respondents since they participate in the daily operations of the enterprise.

### **3.5.2 Interviews**

Zina (2004), interviews refer to a method of data collection that involves the researcher asking respondents mainly open ended questions. This involves face to face exchange of ideas which

allowed flexibility on the side of the researcher since the answers given were specific depending on the questions asked by the researcher.

This was designed to generate information on all aspects of the study that allowed the researcher to obtain information from the respondents and what they think about the factors affecting performance of salon businesses in Uganda.

### **3.5.3 Document reviews**

The instrument analyzed and assisted to collect data from available documents concerning the various factors affecting performance of salon businesses. The researcher used document reviews through reports like UBOS reports, company, scholarly books, journals and articles, dissertations, citations and details of publication, internet. This instrument enabled the researcher obtain information that is not manipulated

## **3.6 Quality control Methods**

### **3.6.1 Validity**

Validity is the ability to produce findings that are in agreement with conceptual values. In other words, to produce accurate results and to measure what is supposed to be measured. A research method is said to be valid if it actually measures what it is supposed to measure (Amin, 2005: p.285), the validity tests were carried out by the researcher to ensure that validity of the results was measurable. This was done through the use of the open and closed ended questionnaires that were given to the respondents and the items that did not suit the tests were rejected.

### **3.6.2 Reliability**

Reliability measures the degree to which a research instrument yields consistence of results.

Reliability is the dependability or trustworthiness and in the context of a measuring instrument.

The researcher used reliability of the instruments, pretested the instruments she used especially the interview guide and questionnaire before finally administering them on the respondents so as to meet the objectives of the study.

## **3.7. Data management and processing**

### **3.7.1 Data sources**

The information collected from the field of the study has to be organized and combined together so as to present all the vital information required. Only two types of data source are to be used in the study and include the following;

### **3.7.2 Primary sources**

According to Roston (2001), Primary sources consist of the kind of data that has been gathered for the first time and the primary sources of data include the employees of the business and their operations. The data can be collected in a number of ways such as interviews, use of questionnaire and observations (Saunders, Lewis and Thornhill, 2007). The researcher requires support and help from the staff of the selected salon in order to provide information by filling in the given questionnaires and answering any of the questions asked by the researcher through the interviews.

### **3.7.3 Secondary sources**

This constituted other sources of data such as both qualitative and quantitative data that are particularly used in both descriptive and explanatory research. Secondary data includes three main sub groups such as survey, documentary secondary data such reports, other relevant documents obtained from the authorities, institutions and unpublished sources are utilized.

The sources of unpublished data include materials of scholars, research workers, project reports, thesis got from different universities at the websites and the sources of published information includes newspapers and audited reports from external auditors (Bryman,A,2003 cited in Kpedor, 2012).

## **3.8 Data Analysis**

### **Data analysis**

Data analysis refers to the process of organizing, interpreting and presenting data that has been collected. Data should be presented using the appropriate formats according to the study variables. The data presented must have relevance to what the study is about, and must be presented in a manner that leads to logical conclusions (Amin, 2005: p.445). Having collected the data, the researcher arranged the data (mainly quantitative data) and computed it into the Statistical Package for Social Sciences given the accuracy of the results it generates, thus making the data relevant. The SPSS program helped to generate frequency tables, mean as well as standard deviation. Major themes were also formed from the qualitative data that was collected before further analysis could be made.

Both qualitative and quantitative analysis was applied to interpret and analyze the data .The

researcher provided explanation and discussed the results with the help of simple descriptive statistics which include percentages. Quantitative means the involved development of the simple statistics, including tables, graphs while qualitative means involved interview guides. After data collection, it was edited, analyzed and interpreted from which a dissertation was written based on the objectives and research questions used. Findings are included in the dissertation, conclusions and recommendations have been made.

### **3.9 Ethical Considerations**

The researcher abided the research ethical code of conduct, social responsibility, proper collection of data and reporting correctly as well as respect of the dignity of the respondents. The respondents to the research decided to participate basing on their adequate knowledge of the study. They were informed about the procedure of the study, purpose, issue of privacy and confidentiality. All the participants in the research had the right to keep from the public information about themselves. The permission to proceed with the research was sought from the Faculty of Business Administration and Management of Uganda Martyrs University, By means of an introduction letter, the researcher would seek for the permission from the top management of the respective business and as well as those in charge.

### **3.10 Limitations of the study**

Lack of enough funds for the requirements of the research for instance for transport costs, facilities to use, funds to facilitate data collectors.

Absences of some employees from work where some of the respondents that the researcher intended to find were not available for some hours. Some of them had made abrupt appointments and were gone out for almost half a day which made the researcher reschedule her visits so as to

get the respondents she targeted.

Managements of salon businesses, employees and customers were not willing to reveal confidential information which could be sufficient to the researcher and thus there was minimal interaction with the respondents as the researcher was forced to be as brief as possible.

## **CHAPTER FOUR**

### **PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.0 Introduction**

This chapter provides presentation and discussion of research findings that were got in relation to factors and performance of salon businesses. The study intended to examine affecting performance of salon businesses in Uganda with Sparkles salon as the case study. The research findings of the study were done with the help of 16.0 version of the SPSS software program. The relationship between location, technology employee motivation and performance of salon businesses was assessed using the results obtained from the questionnaires and the interview guides after which mean and standard deviation was used to measure the variation.

#### **4.1 Respond rate**

66 questionnaires were distributed to Sparkles salon, 50 questionnaires were returned, analyzed 10 were missing and 6 were invalid. The researcher collected data by use of questionnaire and analyzed using software called SPSS version 16.0. The information was collected from Sparkles salon at Garden city branch in Kampala district through random sampling and the questionnaires were directly administered to Management, staff and employees'. The research was carried to



examine factors affecting performance of salon businesses in Uganda .The respondent were both men and women totaling to 50 with 27 male respondents and 23 females respectively.

#### 4.1.1 Background and Characteristics of the respondents

The features of the people often determine their needs, perceptions and trends of development. It was important to find out from the respondents their gender, educational status; marital status and experience, Descriptive statistic tables with mean, standard deviation were used to establish the background information and figures below present the characteristics of the respondents.

**Table 4.1 The Gender of the respondents from Sparkles salon**

Gender	Frequency	Percentage (%)
Male	27	54.0
Female	23	46.0
Total	50	100.0

*Source: Primary data 2015*

Table 4.1 above shows that out of the 50 respondents about gender of the employees where by difference between male and female as a sign that the male were more males than females ready for this study.

**Table 4.2 Educational status for respondents from Sparkles salon**

Educational status	Frequency	Percentage (%)
Certificate graduate	10	20.0
Diploma graduate	16	32.0
Degree graduate	24	48.0

Total	50	100.0
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*Source: Primary data 2015*

From the above table 4.2, 48.0% majority of the respondents had degree graduates, 32.0% of the other respondents had diploma graduate and 20.0% of the least respondents had certificate graduate. Therefore, the salon has more degree graduates compared to diplomas and certificate.

**Table 4.3 Marital status for the Respondents from Sparkles Salon**

Marital status	Frequency	Percentage (%)
Single	21	42.0
Married	18	36.0
Religious	11	22.0
Total	50	100.0

*Source: Primary data 2015*

During the research, the researcher found out that out of the 50 respondents, 42.0% were single, 36.0% were married and 22.0% were religious. Therefore, the salon has majority single employees compared to other married and least religious who participated in this study and the purpose was to capture diverse views of people indifferent status.

**Table 4.4 Experience of the respondents in sparkles salon**

Experience	Frequency	Percentage (%)
0-5 Years	22	44.0
5-10 Years	18	36.0

10+Years	10	20.0
Total	50	100.0

*Source: Primary data 2015*

From the table 4.4 above, 44.0% of the respondents had experience of 0-5years, 36.0% of the respondents had 15-10years while 20.0% of the respondents fell under the 10+years. Therefore the salon has more employees with experience of 0-5years compared to 5-10years and 10+years.

#### **4.2 Presentation of the objective**

The major objective of the study is to examine factors such as location, technology and employee motivation in relation to performance of salon businesses

##### **4.2.1 Location and performance of salon businesses**

Location of a salon in rural areas can create a feeling of retreat and relaxation for the clients and disadvantages might be that the salons are harder to find and marketing will be more difficult. Salons located in shopping centers like in a busy shopping plaza will give salon marketing opportunities and allow easier access for walk in appointments and finally many salons are located in inside shopping malls because they are accessible to walk in and being around stores makes a salon convenient to stop for customers.

The mean and standard deviation is got by  $(1+2+3+4) = 10/4 = \text{Mean } 2.5$ . This shows that if the mean is  $< 2.5$  shows the respondents agree and if the mean is  $> 2.5$  shows that the respondents disagree. The numbers represent Likert scale where 1=strongly agree, 2=Agree, 3=disagree, 4=strongly disagree.

**Table 4.5 Location of Sparkles Salon**

Location	N	Minimum	Maximum	Mean	Std. Deviation
Salon marketing opportunities	50	1	4	1.44	0.611
surrounding areas	50	1	3	1.52	0.614
competitive merit	50	1	4	1.64	0.722
productivity of business	50	1	4	2.40	1.050
Serve more customers	50	1	4	1.48	0.735

*Source: Primary data 2015*

#### **4.2.1.1 Salon marketing opportunities**

In this table 4.5 above, the mean is 1.44 which means the respondents agree that location gives sparkles salon marketing opportunities and allows easier access for walk in appointments. According to Evans (1994), salons located in shopping centers like in a busy shopping plaza will give salon marketing opportunities and allow easier access for walk in appointments and finally

many salons are located in inside shopping malls because they are accessible to walk in and being around stores makes a salon convenient to stop for customers while standard deviation is 0.611 which means respondents had different views about the information.

#### **4.2.1.2 Surrounding areas**

As regards to table 4.5 above, mean is 1.52 which means the respondents agree that the location of sparkles salon and surrounding areas are attractive to variety of customers, well lighted and safe. According to Evans (1994), busy down town city streets and malls are ideal locations for salon business, as the high number of potential customers will stop and conduct business likewise, business situated in strip malls or even in standalone buildings but located along busy streets have increased exposure to passing traffic, boosting the visibility of the business and making passersby more likely to stop in while standard deviation is 0.614 which shows that some respondents do not vary with the information.

#### **4.2.1.3 Competitive advantage**

From the table 4.5 above, mean is 1.64 thus the respondents agree that location of sparkles salon gives it a competitive advantage compared to other salons. According to Evans (1994), some locations can have a dramatic effect on the productivity of a business by providing a constant flow of pedestrian traffic. Busy downtown city streets and malls are ideal locations for businesses, as the high number of potential customers walking by increase the odds that some customers will stop and conduct business. Likewise, businesses situated in strip malls or even in standalone buildings but located along busy streets have increased exposure to passing traffic, boosting the visibility of the business and making passers-by more likely to stop while standard deviation is 0.722 shows that some respondents do not vary with the information .

#### **4.2.1.4 Productivity of business**

In the table 4.5 above, mean is 2.40 which means the respondents agreed that location of Sparkles salon has affected productivity of the business. According to Evan (1994), the location of a business can also affect its success and productivity by extracting financial costs. Some municipalities may have higher sales and other taxes which eat into a business's bottom line. Operational or professional licenses may cost more in some areas, adding to the cost of doing business and reducing profitability; by the same measure, some municipalities require frequent evaluations which further reduce a company's productivity and profit.

On the opposite end of the spectrum, businesses located in hard to find or difficult to access locations may experience reduced productivity. If customers are not able to find a business, they will not be able to help the business succeed. If they find the business but factors such as a small, full parking lot, difficult-to-maneuver premises, potentially unsafe surroundings make accessing the business a hassle, customers are likely to shop elsewhere while standard deviation is 1.050 which shows that there were some respondents with uniform variations about productivity of business.

#### **4.2.1.5 Serve more customers**

From the above table 4.5, mean is 1.48 which means the respondents agreed that location of sparkles salon helps them serve more customers. According to Evans (1994), on the opposite end of the spectrum, businesses located in hard to find or difficult to access locations may experience reduced productivity. If customers are not able to find a business, they will not be able to help the business succeed. If they find the business but factors such as a small, full parking lot, difficult-to-maneuver premises, potentially unsafe surroundings make accessing the business a

hassle, customers are likely to shop elsewhere and busy downtown city streets and malls are ideal locations for businesses, as the high number of potential customers walking by increase the odds that some customers will stop and conduct business. Likewise, businesses situated in strip malls or even in standalone buildings but located along busy streets have increased exposure to passing traffic, boosting the visibility of the business and making passers-by more likely to stop in while standard deviation is 0.735 which means that some respondents do not agree with the information .

#### 4.2.2 Technology and performance of salon business

According to Ramey (2013), marketing: unlike in the past when your next door beauty salon was only known by the community, today things have changed, beauty salons have adopted the social marketing fever and many of them are using social networks like face book, yelp, and four square. The most important social networks for these local businesses are yelp.com and four square.com. With help.com customers can post reviews on any beauty salon with their location. Then foursquare .com will basically suggest beauty salons your friends on face book like. For example, if a beauty salon owns a face book page and it promotes itself well to targeted users, its customers will click the like button they appreciate the services being offered at that beauty salon, so if your friend likes a specific salon within your location, the next time you use foursquare, they will use the data from the face book and suggest beauty salons liked by your friends with in that particular location.

**Table 4.6 Technology and performance of salon businesses**

Technology	Std.			
	N	Minimum	Maximum	Mean Deviation

use of advancing salon software technology	50	1	4	1.54	0.813
Advancing in use of salon software.	50	1	4	1.92	0.778
Website	50	1	4	1.62	0.753
Training available	50	1	4	2.02	0.845
Salon attracts and maintains new customers	50	1	3	1.60	0.670

*Source: Primary data 2015*

#### **4.2.2.1 Use of advancing salon software technology**

In the table 4.6 above, mean is 1.54 which means the respondents agreed that Sparkles salon has embarked in use of advancing salon software technology. According to Joy(2013), some of the equipment's and software used in hair salons are computers, Hair Brushes and Comb, Scissors and Hair Clippers, Hair Rollers, Hair Pinup Tools, Hair Styling Chairs, Hair Steamers, Hood Dryers, Shampoo Bowls, Hair Styling Station Carts and Trolleys, Reception Desk, Waiting Area Chairs and with services such as Hair treatment( hair color, hair relaxation, hair extension, hair braiding),Shave trim & Shave hair Braiding )Body care(Spa massage, facial cleansing, facial treatment, Spa, Manicure) & Pedicure nail Care(Pedicure nail & groom, manicure acrylic/gel nails trim)& Shave(Trim & Shave hair color, shave hair Color, Scissor. haircut, Clipper haircut. The standard deviation is 0.813whcih shows that the respondents had different views about the use of advancing salon software technology.

#### **4.2.2.2 Advancing in use of salon software**

In the table 4.6 above, mean is 1.92 which means the respondents agreed that the salon is advancing in use of salon software to build a list of clients, with appointments. Long (2000),



technology advances increase productivity by streamlining and sales tracking. Websites and social media marketing are also important to attract and maintain customers that are vital to a salon's success. Software programs are becoming essential technology for hair and beauty salons. A customer's spending habits, appointments and even details of their last visit can be filed for future reference. The standard deviation is 0.778 which means that there were respondents who disagreed with the agreement.

#### **4.2.2.3 Website**

In the table 4.6 above, mean is 1.62 which means the respondents agreed that the salon uses website to market their products. According to Ramey (2013), marketing: unlike in the past when your next door beauty salon was only known by the community, today things have changed, beauty salons have adopted the social marketing fever and many of them are using social networks like face book, yelp, and four square .The most important social networks for these local businesses are yelp.com and four square.com. With help.com customers can post reviews on any beauty salon with their location. Then foursquare .com will basically suggest beauty salons your friends on face book like. For example, if a beauty salon owns a face book page and it promotes itself well to targeted users, its customers will click the like button they appreciate the services being offered at that beauty salon, so if your friend likes a specific salon within your location, the next time you use foursquare, they will use the data from the face book and suggest beauty salons liked by your friends with in that particular location while standard deviation is 0.753 which indicates that the information was varying with the agreement.

#### **4.2.2.4 Training available for new employees**

In the table 4.6 above, mean is 2.02 which means the respondents agreed that there is training available for employees within sparkles salon. ([www.sparklessalon.com](http://www.sparklessalon.com)). Our team of outstanding beauty specialists and stylists are taken from some of the industry's best reviewed schools of beauty in the region, including some directly trained under Sparkles salon training program of mentorship in the industry and refined through a well-reviewed syllabus developed by Sparkles salons while standard deviation is 0.845 which shows that there were some respondents with differing information.

#### **4.2.2.5 Salon attracts and maintains new customers**

In the table 4.6 above, mean is 1.60 which means the respondents agreed that the salon attracts and maintains new customers that are vital to a salon's success with the existence of other salons. Long (2000), real time marketing can boost hair and beauty salon businesses by using social media technology to attract new customers and show case services. Emails, newsletters and mobile messaging marketing programs can advertise special deals to existing operations. Websites, where a web presence is becoming increasingly vital to the operation of hair and beauty salon, websites allow personal service providers to feature their available beauty services in addition to providing information on their location and hours of operation. Many salons have realized the value in allowing customers to book their own appointments on line and offer real time scheduling capabilities through their company website and the standard deviation is 0.670 which means the information was varying with the agreement.

### 4.2.3 Employee motivation and performance of salon business

“The New Employee Reward System” focuses on reward programs put in place by businesses for their employees. The author points out businesses tend to focus on the organizational performance as a basis for success rather than recognizing their human capital assets (Gibson, 1995). The author cites research conducted by the Consortium for Alternative Reward Strategies (CARS) that found that providing rewards for employees not only improves performance but rather they tend to have high return on investments. The author argues for business leaders to develop reward plans in relation to organizational goals. By having rewards and goals contingent on each other the performance goes up and the business is more successful.

Furthermore, the CARS study showed that for every dollar spent by the organization on reward programs, over two dollars was gained in return (Gibson, 1995), this article demonstrates that rewards do motivate employees.

**Table 4.7 Employee motivation in sparkle salon**

	N	Minimum	Maximum	Mean	Std. Deviation
Employees are motivated by good salaries	50	1	4	1.38	0.602
Employees efficiently perform their duties	50	1	4	2.24	1.001
Incentives for goal completion to	50	1	3	1.46	0.579
Identifiable piece of work	50	1	4	2.36	0.921

Improving quality service	50	1	4	1.66	0.798
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*Source: Primary data 2015*

#### **4.2.3.1 Organization culture**

From the table 4.7 above, mean is 1.38 thus the respondents agreed that employees are motivated by offering good salaries, organization culture and growth opportunities. Simon and DeVaro (2006), found that companies can motivate their employees by offering good salaries, organizational culture and growth opportunities.

By motivating employees towards their work companies can enhance their employee's productivity resulting as improved services and products to satisfy customer's demand. However, standard deviation is 0.602 which means that some respondent do not agree with the information being variable.

#### **4.2.3.2 Employees efficiently perform their duties**

From the table 4.7 above, mean is 2.24 thus the respondents agreed that employees efficiently perform their duties when they feel satisfied from the company. Motivated employees can bring better results as compared to unsatisfied employees. Employees perform their duty efficiently when they feel satisfied from their company (Zerbe et al, 1998). However, standard deviation is 1.001 which indicates that there were some respondents with uniform variations with the information.

#### **4.2.3.3 Incentives for goal completion**

From the table 4.7, mean is 1.46 thus the respondents agreed that employees should be offered incentives for goal completion to ensure that groups receive credit for their work. Bianca (2007) Cited that according to a Harvard Business review article in (2008), researchers concluded that addressing an employee's drive to bond has the biggest effect on employee commitment. Also, they decided that addressing an employee's drive to comprehend is most significantly connected to employee engagement. This can be seen in how managers set goals for their work. They can create team projects, assign employees tasks they find engaging, offer incentives for goal completion and ensure that the group receives credit for its work. However, standard deviation is 0.579 that indicates that some respondents had differing opinions.

#### **4.2.3.4 Identifiable piece of work**

From the table 4.7, mean is 2.36 thus the respondents agreed that employees have an important identifiable piece of work to do which requires skill variety. Hickman and Oldham (1980), when employees have high autonomy receive feedback about their performance and have an important identifiable piece of work to do which requires skill variety. They may experience feelings of happiness and therefore intrinsic motivation to keep performing well. However, standard deviation is 0.921 which means the respondents had different views about the information.

#### **4.2.3.5 Improving Quality of service**

From the table 4.7, mean is 1.66 thus the respondents agree that motivated employees are essential for improving quality of service. In service sector excellent service quality is the core of customer satisfaction whereas motivated employees are essential for improving the quality of service (Chen, 2011), employees must have the ability to understand and solve specific needs of

the customer in a courteous manner. However, standard deviation is 0.798 which shows that some respondents do not vary with the information.

#### 4.2.4 Customers and performance of salon businesses

According to Lyndsay (2009), customer service must be consistent. Customers expect consistent quality of customer service; with a similar, familiar look and feel whenever and however they contact the company. Say you visit an expensive hairdressing salon and receive a friendly welcome, a drink and a great haircut. You are out of town and visit the same hairdressing chain and get no friendly welcome, no drink and a great hair-cut. Are you a satisfied customer who will use that chain again? Probably not, as you did not receive the same customer service which is more than a good hair-cut. Employees are customers' too.

The quality management movement brought the concept of internal and external customers. Traditionally the focus was on external customers with little thought given to how internal departments interacted, improving relationships with internal customers and suppliers assists delivery of better customer service to external customers, through reduced lead-times, increased quality and better communication.

**Table 4.8 Customers of sparkles salon**

Customers	Std.				
	N	Minimum	Maximum	Mean	Deviation
Organizational performance	50	1	4	1.62	0.753
Quality of customer service	50	1	4	2.16	0.866

Service outcomes	50	1	4	1.58	0.785
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*Source: Primary data 2015*

#### **4.2.4.1 Organizational performance**

In the table, mean is 1.62 thus the customers agreed that they are satisfied with the overall organizational performance. A large number of companies neglect to evaluate employee's motivation level while conducting customer satisfaction surveys however many studies have confirmed that employees are internal customers and their satisfaction contributes to the overall customer's satisfaction and organizational performance (Chen, 2011), in service sector excellent service quality is the core of customer satisfaction whereas motivated employees are essential for improving the quality of service (Chen, 2011).

Employees must have the ability to understand and solve specific needs of the customer in a courteous manner and standard deviation is 0.753 which shows differing variations of the responses from the respondents.

#### **4.2.4.2 Quality of customer service**

In the table 4.8, mean is 2.16 thus the customers agreed that they are offered consistent quality of customer service. According to Lyndsay (2009), customer service must be consistent; customers expect consistent quality of customer service; with a similar, familiar look and feel whenever and however they contact the company. Say you visit an expensive hairdressing salon and receive a friendly welcome, a drink and a great haircut. You are out of town and visit the same hairdressing chain and get no friendly welcome, no drink and a great hair-cut. Are you a satisfied customer who will use that chain again? Probably not, as you did not receive the same customer

service which is more than a good hair-cut and standard deviation is 0.866 which shows differing variations of the responses from the respondents.

#### **4.2.4.3 Service outcomes**

In the table, mean is 1.58 thus the customers agreed that they evaluate service outcomes on basis of their prior expectations. Customers evaluate service outcomes on the basis of their prior expectations and given specifications of a product. Service outcome could be positive or negative based on a comparison between actual service provided and customer's expectations. Customer's perceived value is a significant factor that influences customer satisfaction (Yang & Peterson, 2004), while standard deviation is 0.785 which shows differing variations of the responses from the respondents.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents a summary, conclusion and recommendations of the research findings. A conclusion is drawn on the evidence obtained and recommendations suggested to improve on the factors affecting performance of salon businesses in relation to Sparkles salon as the case study.

#### **5.1 Summary of findings**



### **5.1.1 Location and performance of salon businesses**

The research findings got on location in relation to productivity of salon businesses showed that Sparkles salon has benefited from its location at garden city mall as the surrounding businesses' such as nearby supermarkets, restaurants with adequate parking yard, Stanbic bank, sports betting, eye optician centers, boutiques, are convenient and attractive to variety of customers coming from supermarkets, banks, restaurants to Sparkles salon that gives salon marketing opportunities and allows easier access for walk in appointments hence enabling them to serve more customers.

### **5.1.2 Technology and performance of salon businesses**

Based on the research findings of technology in relation to efficiency of salon businesses showed that Sparkles salon is advancing in use of salon software to build a list of clients, with appointments and uses Sparkles salon website to market their salon services on line, make appointments with customers on line, face book page, and promotes itself well to targeted users and its customers who appreciate the services offered that promotes and maintains new customers that are vital to a salon's success with the existence of other salons.

### **5.1.3 Employee motivation and performance of salon businesses**

From the research findings of employee motivation in relation to customer satisfaction portrayed that their team of outstanding beauty specialists and stylists are taken from some of the industry's best reviewed schools of beauty in the region including some directly trained under sparkles salon training program of mentorship in the industry and refined through a well-reviewed syllabus developed by sparkles salon.

## **5.2 Conclusions**

A conclusion was drawn in view of the factors affecting performance of salon businesses' in Uganda with a critical analysis of the findings of the study and evidence obtained. The location of sparkles salon showed that surrounding areas are attractive to variety of customers, well lighted and safe that encourages salon marketing opportunities and allows easier access for walk in appointments giving sparkles salon a competitive advantage to serve more customers compared to other salons. Sparkles salon is advancing in use of salon software to build a list of clients, with appointments and uses salon website to market their products which attracts and maintains new customers that are vital to a salon's success with the existence of other salons.

## **5.3 Recommendations**

### **5.3.1 Location and performance of salon businesses**

There is need to establish various salon branches in other districts and places outside the city so as to promote salon existence and awareness among various individuals.

There is need for Sparkles salon to put posters along and across the road to enable proper direction of customers to the location of the salon.

### **5.3.2 Technology and performance of salon businesses**

There is need for Sparkles salon to use other advertising media's such as promotions about Sparkles salon and offering free sample salon services to customers other than them using televisions, radios, face book ,twitter, internet that are not accessible by everyone.

### **5.3.3 Employee motivation and performance of salon businesses**

According to Armstrong et al (2002), employees' should improve on their performance in assisting their organization in attaining its objectives for a particular period of time depending on the policies of the organization.

There is need for Management to establish a simple method to retaining and motivating employees like employee awards, monthly incentives, salary, compensation and providing level of transparency among employees mitigates feelings of unfairness and sets a professional tone for the work environment.

### **5.4 Suggestions for further research (if any)**

Finally the researcher recommends a further study about how management style, sales affects performance of salon business.

The researcher recommends further research to carried out by other researchers about the various factors affecting performance of salon businesses because some salon owners manage salons without have knowledge about factors affecting performance of their salon.

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## Appendices

### Appendix I: Questionnaire

Dear respondent,

My name is Mirembe Frances, a student of Uganda Martyrs University, doing a Bachelor's Degree in Business Administration and Management. I am kindly requesting for your time and co-operation in order to answer the following questions in this questionnaire. The information got will only be for my study dissertation, and will be kept confidential. Thank you.

#### SECTION A

**Please tick in the boxes provided as honestly as you can.**

1. Sex:

A. Male  B. Female

2. Educational status:

A. Certificate graduate  B. Diploma graduate  C. Degree graduate

3. Marital Status

A. Single  B. Married  C. Religious

4. How many years have you worked for Sparkles Salon?

A. 0-5Years  B. 5-10 years  C. 10+ years

#### SECTION B

##### Instructions

Please evaluate the following statements by ticking the appropriate alternative of our choice as

honestly as you can. 1=strongly agree, 2=Agree, 3=disagree, 4=strongly disagree

<b>1B .Business Location</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1.The location gives sparkles salon marketing opportunities and allows easier access for walk in appointments				
2. The location of sparkles salon and surrounding areas are attractive to variety of customers, well lighted and safe				
3.The location of sparkles salon gives it a competitive advantage compared to other salons				
4. Has location the of Sparkles salon affected productivity of business				
5.The location of sparkles salon helps you serve more customers				
<b>2B. Business Technology</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. Has Sparkles salon embarked in use of advancing salon software technology				
2. The Salon is advancing in use of salon software to build a list of clients, with appointments				
3. The Salon uses the website to market their products				
4. There is training available for new employees within sparkles				



salon				
5. The salon attracts and maintains new customers that are vital to a salon's success with the existence of other salons				
<b>3B.Employee Motivation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. Employees are motivated by offering good salaries, organization culture and growth opportunities				
2. Employees efficiently perform their duties when they feel satisfied from their organization.				
3. Employees should be offered incentives for goal completion to ensure that groups receive credit for their work				
4. Has location the of Sparkles salon affected productivity of business				
5. Employees are motivated for improving quality of service				
<b>4B .Customers</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. Customers are satisfied with overall organizational performance				
2. Customers are offered consistent quality of customer service				
3. Customers evaluate service outcomes on the basis of their prior expectations				

## **Appendix II: Interview Guide**

1. What are some of the employee motivation methods used in the Salon?
2. Do you think that Sparkles Salon has a sound and effective employee motivation method in place? If yes explain the method.
3. Are employees offered training in acquiring their skills? If yes explain the skills offered
4. Are customers are satisfied with the salon hygiene? If yes explain how
5. Has Sparkles salon benefited from its location? If yes explain how.
6. Which Social Medias' tools are used to attract new customers and shows case services in Sparkles Salon?
7. What in your opinion needs to be put in place within Sparkles Salon so that management can improve on its location, technology and employee motivation?

## Appendix III: Introductory Letter

Uganda  
Martyrs  
University



making a difference

**Office of the Dean  
Faculty of Business Administration and Management**

Your ref.:

Our ref.:

Nkozi, 22<sup>nd</sup> January, 2015

### To Whom it may Concern

Dear Sir/Madam,

#### **Re: Assistance for Research:**

Greetings and best wishes from Uganda Martyrs University.

This is to introduce to you MIRENBE FRANCES who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Business Administration and Management of the University, the student is required to submit a dissertation which involves a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

The purpose of this letter is to request you permit and facilitate the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

Yours Sincerely,

Moses Kibrai  
Dean

