



## **The Effect of Kaizen Strategy on Customer Satisfaction: Empirical Study on Budget Hotels in Makassar City**

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### **Abstract**

This study aims to determine whether the Kaizen strategy influences customer satisfaction at the Budget Hotel in Makassar. Data collection uses primary data and secondary data obtained from questionnaires and. Samples taken amounted to 30 respondents. The questionnaire results have been tested for validity and reliability and have been tested for classic test assumptions in the form of normality test, multicollinearity test, and heteroscedasticity test. The method of data analysis uses multiple linear regression techniques. This study uses qualitative analysis methods, quantitative analysis, and multiple linear from Ibis Budget Makassar Airport hotel customers. The results obtained partially indicate that the variables seiri, seiton, seiso, seiketsu, and shitsuke have a significant effect on customer satisfaction. Simultaneously the variables seiri, seiton, seiso, seiketsu, and shitsuke have a substantial impact on customer satisfaction. Among the five variables, one variable is the most dominant influence on customer satisfaction, namely the seiso variable. The results showed that the proposed hypothesis was accepted because it offered a positive and significant hypothesis test result. This means that the kaizen strategy has a positive and significant effect on the level of customer satisfaction at a Budget Hotel in Makassar



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## **1 Introduction**

In Indonesia, tourism has become a strategic sector in the national economic system that significantly contributes to state revenue. As a federal strategic sector, tourism has a multiplier effect arising from tourism activities, either directly in the form of employment in the tourism sector or indirectly impacting the development of tourism-supporting economic activities such as lodging, restaurants, money exchange services, and others. An industry that is closely related to tourism is the hospitality and other accommodation industries. The hospitality industry is an inseparable part of tourism (Chamidah et al., 2020; Chamidah et al., 2020). Without tourism activities, the business hotel will be paralyzed. Etymologically, tourism comes from the Sanskrit language,

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consisting of two words: "*Pari*" and "*Wisata*". *Pari* means repeated, many times or in circles, while *Wisata* means to travel or travel, so tourism means a trip carried out in circles, repeatedly or repeatedly. According to a broad definition as said by (Aydin & Emeksiz, 2018; Csapo, 2012; Florek, 2012), tourism is a trip from one place to another, temporary, carried out individually or in groups, as an effort to find balance or harmony and happiness with the living environment in the social, cultural, natural dimensions and science. Accommodation is one of the primary-means of tourism. This implies that a hotel business's survival and continuity depend on how many or few tourists come. Therefore, if there is a decrease or increase in the tourism sector, it will also influence the hotel sector. The hospitality business has undergone many changes today. Makassar City has many exciting tourist objects to be visited by tourists, including Losari Beach, Fort Rotterdam, Trans Studio Makassar, and others. Besides, the culinary industry and factory outlets' development has made Makassar City a great potential to become a city for tourists to visit. Makassar City is also a favorite place for MICE activities or events (Ramlawati et al., 2019; Ramlawati & Putra, 2018). According to data from the Association of Hotels and Restaurants in Indonesia, hotel room enthusiasts are currently targeting the budget hotel segment because this segment is preferred in big cities and tourist destination cities. Kotler and Keller (2009) define satisfaction as the feeling of pleasure or disappointment a person experiences after comparing the perceived performance or outcome of a product with his expectations.

Customer satisfaction is an essential concept in marketing and consumer research. It is a common opinion that if consumers are satisfied with a product or brand, they are more likely to continue to buy and use it and tell others about their safe experience with the product (Eskildsen & Kristensen, 2008; Naumann, 1995). One of the customer-oriented concepts of continuous improvement is the kaizen concept developed in Japan. In Japanese, kaizen means continuous improvement. This term includes the notion of repairs that involve everyone (both managers and employees) and apply a modest amount of costs. Kaizen philosophy holds that our way of life (whether it is work-life or social life or home life) should focus on continuous improvement efforts (Choi & Eboch, 1998; Eskildsen & Kristensen, 2008; Kumar et al., 2009). According to Kotler (2009), customer satisfaction is the feeling level after comparing the perceived performance (or results) compared to expectations. So, the level of happiness is a function of the difference between perceived performance and expectations. Customers can experience one of the most common groups of satisfaction. If the account is below expectations, the customer will feel disappointed; if the performance is expected, the customer will be satisfied. If the performance exceeds expectations, the customer will feel delighted, happy, or happy. Customer satisfaction is the feeling of pleasure or disappointment of someone who arises after comparing the product's performance (result) against the expected performance (or development) (Kotler & Keller, 2009; Olson et al., 2018). Customer satisfaction arises from the user response, especially when they compare the perceived performance with their expectations (Aditya et al., 2017)

With the large number of hotels standing in the city of Makassar, it encourages each hotel to compete to attract tourists to stay at the available hotels. One of the efforts to attract tourists is always to prioritize customer satisfaction by maintaining the hotel's quality of service. Because service quality is essential and is key to every product and service's success, this quality is given to customers/customers to meet customer/customer expectations by providing products and services at a certain price level. By maintaining service quality that will impact customer satisfaction at budget hotels, it is necessary to use the kaizen strategy, where this strategy is a continuous improvement of all levels of employees from the lowest level to the top management (al Smadi, 2009; Brunet & New, 2003; Singh & Singh, 2009). With improvements to all these levels, it is hoped that employees can improve the company's quality so that it affects customer satisfaction at budget hotels. Budget hotels or economy class hotels are a provider of lodging services and services at relatively affordable rates. Due to the tightness of budgets, Budget Hotels are designed with the minimum possible requirements and are as functional as possible in their operations. Budget hotels do not have complete facilities or as luxurious as international hotels in general. Budget hotels are usually only equipped with facilities for staying and breakfast. But there are also budget hotels that do not have a restaurant or dining area because the hotel only serves breakfast for customers in their respective rooms. Budget hotels have the impression of being cheap or affordable and have minimal facilities but must maintain the quality both in terms of employees and facilities to remain satisfied. Thus, the researcher uses the kaizen strategy, which has 5S movements (seiri, seiton, seiso, seiketsu, and shitsuke). Researchers will use this kaizen strategy as an in-depth study material because this kaizen strategy is

used to improve the Ibis Budget Makassar Airport Hotel's quality.

Kaizen (改善) comes from the word Kai (改), which means change, and Zen (善), which means good. Kaizen can be interpreted in short, namely improvement or improvement. According to (Berger, 1997), "kaizen means a continuous improvement that involves everyone, both managers and employees." At the core of kaizen is the awareness that management must satisfy customers and meet customer needs if the company exists, earn profits, and grow. Kaizen aims to improve quality, processes, systems, costs, and scheduling for customer satisfaction. Kaizen's methods to achieve this are first, changing the way employees work so that employees work more productively, less tiring, more efficiently, and safely; second, repairing equipment; third, improve procedures. Key features of the kaizen approach to management (e.g., paying attention to processes rather than results, cross-functional leadership, using continuous improvement). Kaizen, according to (al Smadi, 2009; Reihanian et al., 2012; Singh & Singh, 2009), is constant progress and improvement in one's life, household life, community life, and work life. Berger, (1997) states, In companies that want to use the principle of kaizen, it is everyone's responsibility to be involved in the improvement cycle. They must be provided with the knowledge, skills, and tools to fully participate in not only participating in their team but also participating in cross-functional teams and across the organization as a whole. The bottom line is that management must satisfy and meet customer needs if the company survives and thrives. In other words, it can be concluded that Kaizen culture is a process of improvement that occurs continuously to improve working methods. increase the quality and productivity of output by, among others, instilling a disciplined attitude towards employees and creating a comfortable workplace for employees that involves all members of the company hierarchy. Both management and employees.

In the context of Kaizen, management has two main functions: maintenance and repair. Maintenance deals with maintaining technology, organizational systems, and existing operational standards and maintaining operational standards through leadership style and discipline. Meanwhile, improvements are related to activities directed at improving living standards. Modifications can be distinguished as Kaizen and Innovation. Kaizen is a small, continuous improvement, whereas innovation is a drastic improvement due to investing large amounts of resources in technology or equipment. Kaizen emphasizes a process-oriented mindset because processes must be perfected so that results can be increased. Failure to achieve planned results is a reflection of process failure. Management must find, recognize, and correct errors in the process. The first step of Kaizen is to implement the PDCA (Plan, Do, Check, Act) cycle to ensure the continuity of Kaizen to realize policies to maintain, improve, and improve standards. Every new work process is usually not stable, so it needs to be stabilized through the SDCA (Standardize, Do, Check, Act) cycle to achieve process stability.

Meanwhile, PDCA implements changes to improve it. SDCA is concerned with the maintenance function, whereas PDCA is concerned with the repair function. Quality is a high priority compared to the price and delivery of products offered to consumers because companies cannot compete if the quality of products and services is inadequate. Collecting data about the current state is the first step in corrective efforts because data is useful for solving a problem.

Since Kaizen is all about repair, we must understand what aspects of the business are most important to improve. And the answer to this question is quality, cost, and delivery (quality, cost, delivery-QCD). Quality is related to the quality of the finished product or service and the quality of the process that produces the product or service. Costs have the meaning of overall cost, from designing, building, selling, and maintaining the product or service. Delivery is the services in an exact amount and on time. When the three conditions formulated in the QCD are met, the consumer is satisfied. QCD activities are a bridge between functions or between departments in an organization, such as R&D, engineering, production, and post-sales maintenance. Therefore, cross-functional cooperation is essential, as is a collaboration with suppliers or sales agents. Top management is responsible for assessing the company's QCD position, which is reflected in the market at all times. They should also set priorities for QCD improvement in their policies.

Kaizen is a continuous development system for productivity, quality, technology, production processes, work culture, job security, and leadership. With 5S Kaizen, workers will be more comfortable, more efficient, productive, and prosperous. 5S is a way to increase productivity by organizing workplaces. Because the work environment is relaxing and orderly, it can increase efficiency and productivity in the company. 5S above is the sequence in arranging the workplace, which is the responsibility of all workers, from the CEO to the Cleaning

Service. Every worker is responsible for setting the workplace in a better direction, and this must become the company culture, including:

1. Seiri or election. It means organizing everything, sorting according to specific rules and principles. This means distinguishing between what is needed and what is not needed. Please get rid of the unnecessary and find the causes and eliminate the reasons to cause problems.
2. Seiton or arrangement. This means storing goods in the right place or the correct layout to be used in urgent situations. This is also a way of eliminating search processing time. If something is kept in place for quality and safety, then you have a tidy workplace.
3. Seiso or cleaning. This term means to clean things, so they are clean. This means cleaning up trash, dirt, and foreign objects and cleaning up everything, cleaning as an inspection of the workplace and which is free from defects and blemishes.
4. Seiketsu or stabilization. This means continuous and repeated maintenance, sorting, and cleaning. Thus, strengthening includes personal hygiene and environmental hygiene.
5. Shinsuke or habituation. This term means training and the ability to do what you want to do even if it is difficult: exercise and the ability to do things right. The goal is to create a workplace with good habits and behavior. By teaching everyone what to do and ordering everyone to do it, bad habits will be eliminated, and good habits will be formed. People practice it by making and obeying laws.

The phenomenon of the hotel business's proliferation, especially in Makassar City, is an essential part of the researcher's interest in finding out what factors influence customer satisfaction at budget hotels in Makassar City. Usually, budget hotels are now in great demand by the public. Especially on weekends, many people take advantage of their vacation time by staying at hotels. This is what makes the Hotel Ibis Budget Makassar Airport have to prioritize customer satisfaction by implementing the Kaizen marketing strategy where. This strategy leads to continuous improvement for all employees, so that hotel customers who stay feel comfortable with the hotel they occupy. Objectively this study addresses several research questions such as:

1. Do kaizen factors, which consist of seiri, seiton, seiso, seiketsu, and shitsuke, partially influence customer satisfaction at budget hotels in Makassar city?
2. Do the kaizen factors, which consist of seiri, seiton, seiso, seiketsu, and shitsuke, simultaneously influence the customer satisfaction of budget hotels in Makassar city?
3. Which factor has the most dominant influence among seiri, seiton, seiso, seiketsu, and shitsuke on customer satisfaction at budget hotels in Makassar city?

## 2 Research Method

Sampling was done by accidental sampling; this sample selection was due to the large population under study. The sampling technique (e.g., carried out evenly during the study period, the respondents' characteristics, the age of the respondents over 21 years, had stayed overnight). The number of respondents in this study was 50 people. The research method uses quantitative with linear regression as a test analysis tool. The data analysis stages were reliability test, normality test, validity test, and significance test  $p < 0.05$  (Mashur et al., 2020). Measurement variables are described in table 1. Table 2 describes the study population's representation so that what is illustrated from the study sample is considered to represent the entire population, related to the respondents' age; it can be seen that the most prominent customers are those aged between 41 to 50 years. This phenomenon occurs after a more in-depth study; the facts show that the Ibis Airport hotel has more customers coming from Umrah pilgrims who stay at the hotel and most of the customers who need comfort by resting hotel before returning or waiting for flights and customers. Customers in these characteristics are customers who have aged. Thus, this study's results follow the empirical fact that the most prominent customers are customers aged 41 to 50. Male respondents were more than 28 people, with a percentage of 56% compared to female respondents, with a portion of 44%. This is because most customers who stay are transit customers, while the education level of S1 respondents is 28 people, with 56%.

**Table 1. Measurement of Variable**

Variable	Code	Measurement
Seiri	X1.1	The selection decor of the entire room at the Ibis budget already well.
	X1.2	Selection of furniture room at the Ibis budget is acceptable.
	X1.3	lighting lamps in the hotel room has been good
Seiton	X2.1	feel comfortable with the layout of the stuff that looks neat
	X2.2	happy with the arrangement of items that suit their needs during the stay at the Ibis budget
	X2.3	All room equipment and equipment are arranged and functioning properly. The
Seiso	X3.1	rooms at the hotel look clean and tidy
	X3.2	There is no disturbing smell. The
	X3.3	Furniture in the hotel rooms does not have dust
Seiketsu	X4.1	Housekeeping services at the hotel are friendly and alert.
	X4.2	Room cleaning services are carried out every day.
	X4.3	Comfortable with environmental cleanliness and cleanliness employee appearance
Shitsuke	X5.1	Employees behave friendly
	X5.2	Employees have a neat appearance.
	X5.3	Communication between hotel customers and hotel employees is well established.
Customer Satisfaction	Y1	Physical facilities of Ibis Budget hotels have attractiveness.
	Y2	The prices offered are comparable to the facilities.
	Y3	Ibis Budget hotels are fast in giving service.
	Y4	Feel safe making transactions with Ibis Budget hotel employees Ibis Budget
	Y5	hotel employees understand your needs

### 3 Result and Discussion

#### 1.1. Respondent Characteristics

Respondents in this study can be categorized into several respondents' characteristics, namely based on age, gender, and recent education. This is intended to explain the background of the respondents who were the samples in this study.

**Table 2. Data of Respondent**

Item	Measurement	Total	Presentase (%)
Age (Years)	21-30	14	28%
	31-40	13	26%
	41-50	15	30%
	> 50	8	16%
Gender	Men	28	56%
	Women	22	44%
Education Level	Senior High School	4	8%
	Diploma	12	24%
	Bachelor	28	56%
	Magister	6	12%
	Doctoral	0	0%

#### 1.2. Statistical Result

Table 3 shows that of the six variables studied, namely seiri, seiton, seiso, seiketsu, shitsuke, and customer satisfaction with the number of items as many as 20 items of the submitted statement. It appears that 20 statement items are valid because they have a corrected item-total correlation value, already above 0.30.

**Table 3. Validity Test**

Variable	Indicator/Item	Corrected Item	Info
Seiri (X <sub>1</sub> )	X1.1	.7290	Valid
	X1.2	.810	
	X1.3	.783	
Seiton (X <sub>2</sub> )	X2.1	.868	Valid
	X2.2	.852	
	X2.3	.839	
Seiso (X <sub>3</sub> )	X3.1	.857	Valid
	X3.2	.893	
	X3.2	.861	
Seiketsu (X <sub>4</sub> )	X4.1	.807	Valid
	X4.2	.843	
	X4.3	.804	
Shitsuke (X <sub>5</sub> )	X5.1	.649	Valid
	X5.2	.882	
	X5.3	.831	
Customer Satisfaction (Y)	Y1	.912	Valid
	Y2	.722	
	Y3	.842	
	Y4	.922	
	Y5	.795	

Based on table 4, it can be seen that the results of reliability testing are seen from the Cronbach's alpha value for all statements on the seiri variable (X<sub>1</sub>) of 0.913, seiton (X<sub>2</sub>) of 0.908, seiso (X<sub>3</sub>) of 0.903, seiketsu (X<sub>4</sub>) of 0.905, shitsuke (X<sub>5</sub>) of 0.911 and customer satisfaction (Y) of 0.875. it can be stated that the instrument is reliable because it is greater than the value of 0.60.

**Table 4. Reliability Test**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Seiri	63.76	104.717	.698	.913
Seiton	63.32	96.589	.742	.908
Seiso	63.88	97.904	.772	.903
Seiketsu	62.90	104.867	.763	.905
Shitsuke	62.98	107.571	.720	.911
Customer Satisfaction	55.76	81.615	.957	.875

To determine the data with the Kolmogorov-Smirnov Non-Parametric statistical test, the significant value must be above 0.05. Based on table 5, the residual normality test using the Kolmogorov - Smirnov Test has a Kolmogorov - Smirnov value of 0.061 with an Asymp value. Sig. (2-tailed) of 0.200, it can be concluded that the data tested is normally distributed.

**Table 5. Normality Test**

		Unstandardized Residual
N		50
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.67854474
Most Extreme Differences	Absolute	.061
	Positive	.057
	Negative	-.061
Test Statistic		.061
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Based on table 6, it can be seen that multicollinearity testing is based on the Tolerance value decision guidelines. The Seiri variable with a tolerance value of 0.574, the Seiton variable with a Tolerance value of 0.421, the Seiso variable with a tolerance value of 0.405, the seiketsu variable with a tolerance value of 0.462, and the

shitsuke variable with a tolerance value of 0.469 proves that all of these variables have a tolerance value greater than 0.10. Meaning that there were no symptoms of multicollinearity. Based on the table above, it is known that:

1. The significant value of the seiri variable (X1) is  $0.405 > 0.05$ , meaning that there is no heteroscedasticity in the seiri variable (X1).
2. The significant value of the seiton variable (X2) is  $0.530 > 0.05$ , meaning that there is no heteroscedasticity in the seiton variable (X2).
3. The significant value of the Seiso variable (X3) is  $0.042 > 0.05$ , meaning that there is no heteroscedasticity in the Seiso variable (X3).
4. The significant value of the seiketsu variable (X4) is  $0.523 > 0.05$ , which means that there is no heteroscedasticity in the seiketsu variable (X4).
5. The significant value of the shitsuke variable (X5) is  $0.926 > 0.05$ , meaning that there is no heteroscedasticity in the shitsuke variable (X5).

The regression coefficient value for seiri (X1) is 0.537, seiton (X2) is 0.121, seiso (X3) is 0.328, seiketsu (X4) is 0.463, and shitsuke is 0.124 on customer satisfaction (Y) with a constant value of 1.312. Thus, the following regression equation is formed:

$$Y = 1,312 + 0,537 + 0,121 + 0,328 + 0,463 + 0,124 + e$$

**Table 6. Hypothesis Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.312	.690		1.902	.064		
	Seiri	.537	.063	.399	8.564	.000	.574	1.742
	Seiton	.121	.062	.106	1.954	.057	.421	2.373
	Seiso	.328	.067	.271	4.883	.000	.405	2.467
	Seiketsu	.463	.075	.319	6.146	.000	.462	2.167
	Shitsuke	.124	.077	.083	1.608	.115	.469	2.131

## Discussion

This study shows that if seiri, seiton, seiso, seiketsu, and shitsuke are constant (0), then customer satisfaction is 1.312, and if the seiri value increases by 1, customer satisfaction increases by 0.537; if the seiton value increases by 1, then customer satisfaction increases by 0.121, if the seiso value increases by 1, customer satisfaction increases by 0.328. if the seiketsu value increases by 1, customer satisfaction increased by 0.463, and if the shitsuke value increases by 1, customer satisfaction increases by 0.124. Based on data analysis and test results, it is obtained that the seiri regression results have a positive and significant effect on customer satisfaction, the seiri t-estimated is 2.015, and the t-calculated is 5.640 (t-calculated 5.640 > t-estimated 2.015), so, H0 is rejected. H1 is accepted, while a significant value of < 0.01 is accepted. It means that the hypothesis states that seiri has a positive and significant effect on customer satisfaction at the Ibis Budget Makassar Airport Hotel. Based on data analysis and test results, it was obtained that the seiton regression results had a positive and significant effect on customer satisfaction, the seiton t-estimated was 2.015, and the t-calculated was 7.358 (t-calculated 7.358 > t-estimated 2.015), so H0 was rejected, and H1 was accepted. In contrast, a significant value of < 0.01 was accepted. It means that the hypothesis states that seiton has a positive and significant effect on customer satisfaction at the Ibis Budget Makassar Airport Hotel. Based on data analysis and test results, it was obtained that the seiso regression results had a positive and significant effect on customer satisfaction; the t-estimated seiso was 2.015 and the t-calculated 7,362 (t-calculated = 7,362 > t-estimated = 2.015). So, H0 was rejected, and ha was accepted while the significant value <0.01 is accepted. It means that the hypothesis states that seiso has a positive and significant effect on customer satisfaction at the Ibis Budget Makassar Airport

Hotel. Based on the data analysis and test results, it is obtained that the seiketsu regression results have a positive and significant effect on customer satisfaction, the seiketsu t table is 2.015 and count 3.512 (t-calculated  $3.512 > t$ -estimated 2.015) so, H<sub>0</sub> is rejected. H<sub>1</sub> is accepted, while a significant value of 0.000 is accepted. It means that the hypothesis states that seiketsu has a positive and significant effect on customer satisfaction at the Ibis Budget Makassar Airport Hotel.

Based on data analysis and test results, it is obtained that the results of shitsuke regression have a positive and significant effect on customer satisfaction, the t-estimated shitsuke is 2.015, and the t-calculated is 3.487 (t-calculated  $3.487 > t$ -estimated 2.015) then H<sub>0</sub> is rejected, and H<sub>1</sub> is accepted. At the same time, the value is significant  $p < 0.01$ . This means that the hypothesis states that shitsuke has a positive and significant effect on customer satisfaction at the Ibis Budget Makassar Airport Hotel. Furthermore, the simultaneous test results (F-test) showed an F-calculated result of 151.561 and a significance value of  $< 0.01$ . Thus, H<sub>0</sub> is rejected, and H<sub>a</sub> is accepted because it is smaller than the significance level ( $0.000 < 0.05$ ), and the F-calculated is greater than the F-estimated ( $0151,561 > 2.40$ ). So, it can be concluded that there is a positive and significant influence of the variables seiri, seiton, seiso, seiketsu, and shitsuke together on customer satisfaction.

Furthermore, this test's coefficient of determination aims to determine how much the percentage of the independent variables jointly explain the dependent variable. After doing the calculation, the coefficient of determination R Square ( $R^2$ ) is 0.945 or 94.5%. This value shows that 94.5% of customer satisfaction is influenced by seiri, seiton, seiso, seiketsu, and shitsuke. From the results of the data analysis above, it is proven that the most dominant variable is the Seiso variable, with a count of 7.362. This value is the highest value on the t-test compared to the importance of other variables. This proves that the Seiso variable's participation on customer satisfaction is very satisfying among other variables, where customers are satisfied with the cleanliness of the rooms and the tidiness of the rooms at the hotel.

#### 4. Conclusions

Regarding the dimensions of the kaizen strategy, which consists of seiri, seiton, seiso, seiketsu, and shitsuke, although in general, the respondents' assessment is fair, there are several indicators of kaizen strategies that need to be addressed, including the hotel can further improve service and response to various complaints or dissatisfaction of its customers and improve room facilities offered by the hotel to customers. One solution is to establish communication and listen carefully to what customers have complained about and provide specific responses to be addressed immediately. To increase customer satisfaction, it is necessary to increase the quality factor of the physique (e.g., Maintain cleanliness, tidiness and improve the aesthetic value of each room interior owned, Increase the comfort of the room with adequate facilities, apply decorations that are not monotonous but also not excessive to maintain the mood of the customers even. hope to impress them). To increase customer satisfaction, it is necessary to improve the quality of appearance, discipline, and excellent performance for employees who interact in front of customers and operational and back-office sections.

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