Driving Beauty Salon Success through 5S: A Path to Flawless Operations

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ABSTRACT
The beauty industry, particularly in India, has witnessed rapid growth, contributing significantly to the wellness sector. With this extension, beauty salons are constantly seeking ways to augment operational efficiency, customer satisfaction, and overall success. This study explores the impact of implementing 5S practices (Sort, Set in Order, Shine, Standardize, and Sustain) on the performance of beauty salons. The 5S methodology is a powerful tool traditionally used in manufacturing industries but is increasingly being adopted in service sectors like beauty salons to restructure operations and improve service quality.

The research examines how 5S principles influence critical success factors such as equipment and tool maintenance, stock and hygiene monitoring, cleaning procedures, and overall hygiene. Through a structured questionnaire distributed to 183 respondents across various salons in India, with 135 valid responses analyzed, the study sightsees the structural relationship between 5S implementation and salon performance. The findings suggest that 5S practices significantly improve workplace organization, safety, and customer satisfaction, ultimately driving the success of beauty salons. The study delivers valuable insights for salon owners on leveraging 5S to improve efficiency, reduce waste, and achieve flawless performance.

Keywords: 5S Practices, Beauty Salon, Performance, Success, Operational Efficiency, Customer Satisfaction

INTRODUCTION
India is experiencing a growing beauty business rapidly in the cosmetics market with 15% to 20% every year. The beauty industry has become a major contributor to the Indian wellness industry which includes cosmetic services, salon treatments and other beauty related products both in natural and chemical products. Nearly 85% of the revenue is contributed by the women followed by men in Indian salon industry. It is valued that about 20 billion U.S. dollor in 2020 was taken by bath and shower products.

Changing lifestyles and the great awareness about beauty conscious has contributed to a significant development in Indian cosmetic industry. Everyone wish to be looking good and salons and their treatments is more important to maintain the beauty with confidence. The professional and well-trained beautician's assistant will be of more value addition to enhance or carry ourself with great pride. The present hair and beauty salons are equipped with various services to keep our body look beautiful and healthy. The female population in India was 646 million in 2021 and between 2010-2021, the female population in India increased by 13.5% and in 2021, the female population was at its highest level in the last decade.

(Gupta et al., 2015) 5S is powerful tool and can be executed in various industries like micro, small, medium or large. Implementation of 5S has big development and can be implemented in all the workstations of the organization.

In the study performed in selected jute industry by (Rahman et al., 2018) implemented "9S" an extension in basic and conventional "5S"(Sort, Set in order, Shine, Standardize and Sustain) system for overall organizational modification and good maintenance by incorporating Safety, Spirit, Simplicity and finally Skill. It makes a dynamic environment where improvement efforts in safety, quality, cost, delivery and creativity are encouraged with the participation of all employees.

Women entrepreneurs in the small-scale beauty salon business have been making substantial paces, contributory to the development and dynamism of the beauty industry. These women bring innovation, resilience, and a deep understanding of their business, which is crucial for blossoming in this competitive division.

Women fulfill their impulse to look beautiful by visiting salons. Beauty salons help women to enhance their beauty by making them better-looking (Parihar & Patwari, n.d.). The women entrepreneurs in small scale beauty salons display the characteristics to generate a personalized customer service and by engaging the community with innovations and implementing to the needs and wants of their clients and by being a support system for women by providing life support through employment. Abundant challenges like access to finance, balancing work and life, persevere with the competition and to handle all the regulatory and operational issues.

Learning, control and maintenance of the resources and actions involved were achieved in less time and with a substantial reduction of cost in order to optimize the work and safety of the laboratories after the implementation of 5S was found in the study conducted by (Jiménez et al., 2015) . The 5S Seiri (organization), Seiton (neatness), Seiso (cleanliness), Seiketsu (standardization) and Shitsuke (discipline)) (Roberto Díaz-Reza et al., n.d.)

THEORETICAL BACKGROUND AND DEVELOPMENT OF HYPOTHESIS
Factors related to 5S practices
From the empirical study made by (Ghodrati & Zulkifli, 2013) the results show that 5S is an effective tool for improvement of organizational performance, production and improvement in services and 5S techniques would support the organization objective to achieve continuous improvement and higher performance.

According to (Rojasara, n.d.) in his eight week study is carried out by in the company the results after the 5S implementations states that production system competences enhanced from 61.64% to 89.28% in the consecutive week.

Srinivasan et al., (2016) Total safety climate suggestively amended for the case group but remained unchanged for the control group over the study period. Specifically, management commitment and involvement dimensions of safety climate improved for the case group.

(Dilek, 2013)have examined the implementation of 5S in hotel industry and has improved service, quality and value which in turn depends on improving service production and customer retention. According to the study (Abdalrazig Sati & Ibrahim Adam, 2019)aims to identify the effectiveness of 5S implementation in diverse industries and to explore the employee performance and their attitude towards 5S by surveying method. The results indicated that

5S is an effective tool for the progression of organizational performance, irrespective of organization type, size, its production or its service.

Creating a work environment is about creating conditions in which an employee can accomplish responsibilities pleasurably (Gitonga, 2015). In this paper (Patidar et al., 2015) formulated a hypothesis based conceptual model that identifies the relationships among 5S, Total Quality management (TQM), Total Productive Maintenance (TPM) and manufacturing performance and this model will help the academic and industry personnel to have better considerate on the relationship between the practices and step by step implementation to improve manufacturing performance.

The paper explains in what way the 5S increase the productivity and efficiency of an organization in the study made by (Kaushik et al., 2015). This scheme helps to eliminate the waste, provide safe environment via monitoring the environment and use visual data to obtain the best results with effectiveness.

Performance of beauty salon

5S is a systematic approach that aids to organize a workplace for growing efficiency and reduce wasting of productivity by providing an systematized safe environment. The results showed that 5S along with the shadow boarding technique creates improvement in efficiency, workspace, equipment search time, working environment and safety and strongly support to achieve continuous improvement and higher performance (Tahasin et al., 2021).

To enhance productivity (Ishijima et al., 2016) 5S approach is very vital for managing the work place and aims to minimize waste while maximizing productivity and quality.

According to the study by (Bayo-Moriones et al., 2010) the purpose of this paper is to sightsee the relationship between 5S use, contextual factors and performance. The contextual factors encompass structural features of the firm, environment, human resources and technology and excellence management. The performance measures denote to improvements in productivity, quality, employee satisfaction, lead time and new product design.

According to (Riad Bin Ashraf et al., n.d.) 5S methodology can successfully deliver a better workplace for the administration staff as they sense more comfortable, safe and organized which in the end could support them to improve the quality of their work. 5S can be used for setting in order materials, products, tools and documents as stated by (Chiarini, 2013)

(Singh & Ahuja, 2015) has portrayed significant benefits of 5S as PQCDSM, that is, productivity – enhanced competitiveness; quality – eliminating defects; cost – eliminating waste; delivery – ensuring 100% customer order compliance; safety – eliminating accidents; and morale – good teamwork.

In the study conducted by (Mia et al., 2018) examine the 5S's as an organizer of workplace lead toward administration performance in education sector and getting the core objective of predictor directly and indirect association in estimate on administration performance for the organization.

Success of beauty salon

According to the study made by (Roberto Díaz-Reza et al., n.d.) 5S is for creating a safe, effective, and clean workstation in order to foster a productive work environment. In adding to winning over customers, 5S has proceeded into a manner of conducting business that covers the way for high-quality goods and services.

Beauty salon is a small enterprise (Ramdas et al., 2018) which is easy to manage, and provides them social status, financial independence and gratifying career through which they are able to balance their family and professional lives and become a successful entrepreneurs.

The beauty care industry bears great responsibility of transforming their customers into self-confident and empowered human beings through their human resources factor. The bond created between the service employee and the customer results into customer satisfaction, subsequently leading to customer loyalty and increase in beauty salon business (Panicker et al., 2017).

The construct of entrepreneurial performance, consists of the dimensions of economic, individual and societal performance, is expanded with the dimensions of performance quality, customer satisfaction and productivity in beauty salon business (Schneider, 2017) The three factors a business environment, business support, and operational incentive have a significant impact on the overall development of salons belonging to women entrepreneurs in Bangladesh. This study suggests that the policy makers should emphasis more on the business environment, business support, and operational incentive for developing beauty-care and parlor entrepreneurs (Islam et al., n.d.)

Usage of social media, service quality (Mangarin & Gonzaga, 2021)the dimensions of Service Quality' primes to customer satisfaction which in turn results into customer loyalty which is very important for selection salon by women Panicker et.al, 2016.

A study executed in Ghana (Imoro, 2014) by focused on assessing how equipment use and management promotes safety and quality service provision in the beauty industry and the findings revealed low literateness among the service providers with only apprenticeship as mode of training and no proper professional training. Basic safety equipment such as fire extinguishers, first aid boxes, record keeping, occurrence of multiple usage of disposables and cover cloths, non-functioning sterilizers and poor disinfection were common problems to be addressed for success of a beauty salons. Based on these aspects, the research gap of factors determining in 5S practices for successful beauty salon business, impact of factors determining in 5S principles for successful beauty salon and structural relation among factors determining in 5S principles, performance and success of beauty salon business with the following hypothesis are framed.

H1: Equipment and tools maintenance is positively impacting success of beauty salon
H2: Stock and cleanliness monitoring is positively impacting success of beauty salon
H3: Cleaning procedure and tracking is positively impacting success of beauty salon
H4: Overall cleanliness and hygiene is positively impacting success of beauty salon
H5: Equipment and tools maintenance is positively and directly influencing success with moderating effect of performance in beauty salon
H6: Stock and cleanliness monitoring is positively and directly influencing success with moderating effect of performance in beauty salon
H7: Cleaning procedure and tracking is positively and directly influencing success with moderating effect of performance in beauty salon
H8: Overall cleanliness and hygiene is positively and directly influencing success with moderating effect of performance in beauty salon

RESEARCH QUESTIONS:
  ➢ What are the factors that determine the success of beauty salons business?

➢ What is the impact of factors determining in 5S principles on the success of beauty salon business?
➢ How factors in 5S principles, performance and success of beauty salons are structurally related?

The factors in 5S principles is highly important for successful beauty salon and their impact on success is also important for improving the success rate and they are also influencing the success through performance of beauty salon as a mediator.

RESEARCH METHODOLOGY:
The present study is carried out in different parts of our country India. A structured questionnaire method was used as a tool for data collection from the respondents and it as circulated to 183 respondents across India and out of it only 135 responses were found to be valid and taken for the study. The structured questionnaire was constructed based on the experience from earlier studies and factors that relates to determine the factors in 5S principles, performance and success were studied. Descriptive statistics, t and ANOVA test, exploratory factors analysis, and SEM model is used for analyzing the collected data from respondents.

RESEARCH OBJECTIVE:
➢ To Identify the Factors Determining the Success of Beauty Salon Businesses
➢ To Assess the Impact of 5S Principles on the Success of Beauty Salon Businesses
➢ To Examine the Structural Relationship Between 5S Principles, Performance, and Success in Beauty Salons

RESULTS
Characteristics of respondents

Table 1: Characteristics of respondents

Characteristics	Number (N=135)	Percentage
Educational Qualification		
Secondary	30	22.2
High secondary	13	9.6
Under graduation	14	10.4
Post-graduation	44	32.6
Training	10	7.4
Professional course	24	17.8
Year of Experience		
Less than 1 Year	20	14.8
1-3 Years	46	34.1
4-6 Years	40	29.6
More than 6 Years	29	21.5
Aware of 5s Practices		
Yes	182	47.0
No	205	53.0
Knowledge level about 5s		
Extremely sure	21	15.6
Very sure	44	32.6
Somewhat sure	19	14.1
Very unsure	27	20.0

Not sure at all	24	17.8

Determining Factors in 5S practices for successful beauty salon services

Table 2 Determining factors in 5s practices in beauty Salon.

Factor	Variables	Factor loadings (Rotated)	Eigen Values	Variation %)	Factor Name
I	Do you check equipment's and tools	.956	12.412	44.329	Equipment and tools maintenance
	Equipment's and tools on floor	.845			
	Picture medals and awards displayed	.735			
	Is work place clear without any clutter	.674			
	Is the equipment and tools used rarely are stored separately	.779			
	Have you checked the expired products	.962			
	Tools and equipment in designated place	.874			
	Labelled tools and cosmetic items	.913			
	Service required tools and equipment separately	.959			
	Removed expired products from your working station	.824			
	Working station properly delineated	.819			
	Working station clean and clear	.378			
	Is any process followed to sustain in proper place	.757			
II	Stock details of the products	.713	5.850	20.892	Stock and cleanliness monitoring
	Is clean, hygienic towels and tissues maintained	.755			
	Do you know the procedure to check the cleanliness	.841			
	Do you have any system to check the level of cleanliness	.866			
	Do you check on the cleanliness on regular intervals	.533			
	Is all fault identified previously are rectified	.544			
III	Cleaning supplies readily available	.759	3.784	13.514	Cleaning procedure and tracking
	Do you clean regularly	.796			
	Do you have standard procedure to clean	.663			
	Is any training provided to maintain cleanliness	.857			
	Is all the corrections carried out last week are in place	.665			
IV	Is equipment clean and dried	.639	2.142	7.651	Over all cleanliness and hygiene
	Is light fixture and interior decorations clean	.932			
	Is the place free from hair/bauk and other chemicals	.677			
	Cleaning, washing and drying places clean and hygienic	.924			

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.887
Bartlett's Test of Sphericity	Approx. Chi-Square	7618.911
	df	378
	Sig.	.000

Factor-I: Equipment and tools maintenance:

process consists of checking the equipment's and tools, equipment's and tools on floor, picture medals and awards displayed, work place clear without any clutter, equipment's and tools used rarely are store separately, checking the expired products, tools and equipment in designated place, labelling tools and cosmetic products, service required tools and equipment separately, removing the expired products from working station, working station properly delineated, working station clean and clear, process followed to sustain in proper place and it having 44.329% of variance.

Factor-II: Stock and cleanliness maintenance

This factor comprise of stock details of the products, clean hygienic towels and tissues maintained, procedure to check the cleanliness, any system to check the level of cleanliness, check on the cleanliness on regular intervals, all fault identified previously are rectified and it having 20.892% of variance.

Factor-III: cleaning procedure and tracking

This factor consists of clean regularly, have standard procedure to clean, is any training provided to maintain cleanliness, is all the corrections carried out last week are in place and it is having 13.514% of variance.

Factor-IV overall cleanliness and hygiene

This factor consist of equipment clean and dried, is light fixture and interior decorations clean, is the place free from hair/bauk and other chemicals Cleaning, washing and drying places clean and hygienic and it is having 7.651% of variance.

The exploratory factor analysis reveals that equipment and tools maintenance, stock and cleanliness maintenance, cleaning procedure and tracking, overall cleanliness and hygiene are the out factors determining the success of the beauty salon business.

Characteristics of respondents and determining factors in 5S practices for successful beauty salon services

The difference amongst characteristics of respondents and determining factors in 5S practices in beauty salon is disclosed as below.

➢ ***Education and determining factors in 5S practices for successful beauty salon services***

The difference amongst education of respondents and determining factors in 5S practices for successful beauty salon services is disclosed in Table-3.

Table 3 Education and determining factors in 5S practices for successful beauty salon services

Education	N	M	SD	F	Sig
Secondary	30	2.49	0.60	43.66	0.00
High secondary	13	1.69	0.64		

Under graduation	14	2.12	0.86		
Post-graduation	44	3.42	0.97		
Training	10	2.64	1.15		
Professional course	24	2.80	0.48		

The mean value shows that the determining factors in 5S practices for successful beauty salon are highly important for respondents possessing Post graduation (M=3.42) than secondary (M=2.49) and under graduation (M= 2.12) and training (M=2.64) and professional course with (M=2.80). The F-value of 43.66 is revealing that there is no significant difference exists among education of the respondents and determining factors in 5S practices for successful beauty salon business at .05% level.

➤ *Experience determining factors in 5S practices for successful beauty salon services*
The difference amongst experience of respondents and determining factors in 5S practices is disclosed in Table: 4

Table 4 Years of experience and determining factors in 5S practices

Years of experience	N	M	SD	F	Sig
Less than 1 Year	20	1.69	0.59		
1-3 Years	46	3.33	0.97		
4-6 Years	40	2.65	0.81	62.52	0.00
More than 6 Years	29	2.65	0.57		

The mean value shows that the determining factors in 5S Practices in beauty salon are highly important for respondents with 1- 3 years (M= 3.33) than 4- 6 and above years (M=2.65) and with (M=1.69) for less than one year. The F-value of 62.52 is revealing that there is no significant difference exists among the years of experience of the respondents and factors determining the 5S practice for the successful salon service business at 0.5% level.

➤ *Awareness of 5S practices and determining factors in 5S practices for successful beauty salon services*

Table 5 Aware of 5s practices and determining factors in 5S practices

Aware of 5S practices	N	M	SD	F	Sig
Yes	182	2.68	0.87	33.147	0.171
No	205	2.81	1.20		

The mean value shows that the determining factors in 5S Practices in beauty salon services are highly important for respondent by answering No with (M= 2.81) and Yes with (M=2.68). The F-value of 33.147 is revealing that no significant differences exists amongst awareness level of 5S practices and the determining factors in 5S practices for successful beauty salon services.

➤ *Knowledge level about 5S practices and determining factors in 5S practices for successful beauty salon*

Table 6   Knowledge level about 5S practices and determining factors in 5S practices

Knowledge level about 5s	N	M	SD	F	Sig

Extremely sure	21	1.76	0.63		
Very sure	44	2.96	1.17		
Somewhat sure	19	2.95	0.43	52.118	0.000
Very unsure	27	2.96	0.57		
Not sure at all	24	2.80	0.48		

The mean values shows that determining factors in 5S practices are highly important for respondents for Very sure and very unsure (M=2.96) respectively and somewhat sure (M= 2.95) Not sure at all (M= 2.80). The F-Value of 52.118 is revealing that there is a significant difference exists amongst the knowledge level of 5S practices and determining factors in 5S practices for successful beauty salon services.

Performance of beauty salon
The performance of beauty salon is disclosed in table:7

Table 7 Performance of the beauty salon

Performance	Mean	SD
Cleanliness of the place	3.73	1.26
Keeping the products in order	3.65	1.23
Cleaning the products	3.47	1.39
Keeping the standard	3.13	1.51
Maintaining the standard	3.39	1.40
Understanding the level customers	3.30	1.47
Understanding the employee efficiency	3.50	1.34
Cost reduction	3.52	1.37
Safety of the place and customers	3.59	1.44

The respondents strongly agreed for cleanliness of the place, cleaning of the products, cost reduction and safety of the place and customers, while they agree for keeping the products in order, keeping the standard, maintaining the standard, understanding the level of customers and understanding the employee efficiency in beauty salons.

Characteristics of respondents and performance of beauty salon
The difference amongst characteristics of respondents and performance of beauty salon is disclosed as below.

➢ *Education and performance*
The difference amongst professional group of respondents and performance of beauty salon is disclosed in Table-8.

Table 8 Education qualification and performance

Educational Qualification	N	M	SD	F	Sig
Secondary	30	3.57	1.35		
Higher secondary	13	3.62	1.33		
Under graduation	14	3.32	1.35	0.911	0.527
Post-graduation	44	3.41	1.39		
Training	10	3.57	1.47		
Professional course	24	3.44	1.36		

The mean values indicate that performance of beauty salon is higher for Higher secondary (M=3.62) Secondary and Training (M=3,57) professional course (M= 3.44) and post graduate (M= 3.41) and under graduate (M= 3.41). The F-value of 0.911 is elucidating that significant difference exists amongst education and performance of beauty salon in 5% level.

➢ **Experience and performance**
The difference amongst experience of respondents and performance is disclosed in Table-9.

Table 9 Years of experience and performance

Years of experience	N	M	SD	F	Sig
Less than 1 Year	20	3.56	1.38		
1-3 Years	46	3.46	1.38	0.827	0.562
4-6 Years	40	3.45	1.39		
More than 6 Years	29	3.49	1.35		

The mean values indicate that performance of the beauty salon is higher for respondents holding experience of less than one year (M=3.56) than 1-3 years (M= 3.46), more than 6 years (M= 3.49), and 4 -6 years (M= 3.45). The F-Value of 0.827 is elucidating that significant difference exists amongst years of experience of the respondents and performance of the beauty salon in 1% level.

➢ **Awareness of 5S practices and performance**
The difference amongst awareness of 5S practices and performance is disclosed in table – 10.

Table 10 Aware of 5s practices vs Performance

Aware of 5s Practices	N	M	SD	F	Sig
Yes	182	3.46	1.38	1.176	.448
No	205	3.50	1.37		

The mean value explains that the awareness 5S practices among the respondents said Yes (M= 1.38) than NO (M= 1.37). The F-Value of 1.176 is elucidating that there is no significant difference exists amongst the awareness of 5S practices and performance of the beauty salon.

➢ **Knowledge level about 5S practices and Performance**
The difference amongst knowledge level about 5S practices and performance is disclosed in table – 11

Table 11   Knowledge level about 5S and Performance

Knowledge level about 5s	N	M	SD	F	Sig
Extremely sure	21	3.56	1.38		
Very sure	44	3.49	1.37		
Somewhat sure	19	3.53	1.31	0.972	0.502
Very unsure	27	3.38	1.43		
Not sure at all	24	3.44	1.36		

The mean values indicate that the knowledge level on 5S practices very unsure (M=1.43) while extremely sure (M=1.38), very sure (M = 1.37) Not sure at all (M=1.36) and somewhat sure (M= 1.31). The F-Value 0.972 is elucidating that significant difference exists amongst knowledge level of 5S practices among the respondents and performance of the beauty salon in 5% level.

5.6 Success of beauty salon
The success of the beauty salon is disclosed in Table 12.

Table 12 Success of beauty salon

Success	Mean	SD
Increase in number of customers	3.39	1.40
Reduced waiting time for customer	3.30	1.47
Maintaining the required stock	3.50	1.34
Profit generation	3.52	1.37
Avoiding product wastage	3.59	1.44

The respondents agreed with increased in number of customers, reduced waiting time for customers and maintain the required stock while they strongly agreed for profit generation and avoiding product wastage.

Characteristics of respondent's success of the beauty salon
The difference amongst the characteristics of the respondents and success of the beauty salon is disclosed as below.

➢ *Education and success of beauty salon*
The difference amongst education and success of beauty salon is disclosed in table -13.

Table 13 Education qualification and Success

Educational Qualification	N	M	SD	F	Sig
Secondary	30	3.59	1.33		
High secondary	13	3.58	1.35		
Under graduation	14	3.44	1.33	1.072	0.448
Post-graduation	44	3.39	1.43		
Training	10	3.42	1.58		
Professional course	24	3.38	1.38		

The mean values explains that the success of the beauty salon is higher for training (M=1.58) than post graduation (M= 1.43), professional course (M=1.38), higher secondary (M=1.35) under graduation and secondary (M=1.33). The F-Value of 1.072 is illustrating that significant difference exists amongst education and success of the beauty salon in 5% level.

5.7.2 Years of experience and success of beauty salon
The difference amongst years of experience and success of beauty salon is disclosed in table – 14.

Table 14 Years of experience and success of the beauty salon

Years of experience	N	M	SD	F	Sig
Less than 1 Year	20	3.65	1.34		
1-3 Years	46	3.35	1.42	1.178	.405
4-6 Years	40	3.44	1.43		
More than 6 Years	29	3.52	1.35		

The mean values explain that success of the beauty salon is higher for 4-6 years (M=1.43) than 1-3 years (M=1.42), more than 6 years (M= 1.35) and less than 1 year (M=1.34). The F-Value of 1.178 is illustrating that significant difference exists amongst the years of experience of the respondents and success of the beauty salon at 1% level.

➤ *Awareness of 5S practices and success of beauty salon*

The difference amongst awareness of 5S practices and success of beauty salon is disclosed in table – 15

Table 15 Aware of 5s practices and Success of beauty salon

Aware of 5s Practices	N	M	SD	F	Sig
Yes	182	3.46	1.41	1.500	0.299
No	205	3.45	1.39		

The mean values shows that success of the beauty salon is higher for Yes (M=1.41) when compared with No (M=1.30). The F-Values 1.500 is illustrating that significant difference exists amongst awareness level of 5S practices of the respondents and success of the beauty salon in 5% level.

➤ *Knowledge level of 5S practices and success of beauty salon*

The difference amongst knowledge level of 5S practices and success of beauty salon is disclosed in table -16

Table 16 Knowledge level about 5S and Success of beauty salon

Knowledge level about 5S	N	M	SD	F	Sig
Extremely sure	21	3.67	1.36	1.084	0.460
Very sure	44	3.41	1.40		
Somewhat sure	19	3.51	1.32		
Very unsure	27	3.41	1.47		
Not sure at all	24	3.38	1.38		

The mean values indicate that knowledge level about 5S practices is higher with very unsure (M=1.47) than with very sure (M=1.40), Not sure at all (M=1.38), extremely sure (M=1.36) and somewhat sure (M=1.32). The F-Value 1.084 is elucidating that significant difference exists amongst knowledge level about 5S practices of the respondents and success of beauty salon at 5% level.

Impact of factors determining in 5S practices on the success of beauty salon

To assess the impact of factors determining in 5S practices on success of beauty salon, regression analysis is employed and the results are presented in Table-17. R^2 0.97and adjusted R^2 is 0.97 and these are clarifying that the regression model has good fit. F-Value 1149.15 is indicating that the model is significant at 1% level.

Table 17 Impact of factors determining in 5S practices on success of beauty salon

Factors determining success of beauty salon	regression coefficient	t-value	sig.
Constant	2.830	134.343	.000
Equipment and tools Maintenance (X1)	1.089	51.516	.000
Stock and cleanliness monitoring (X2)	.491	23.211	.000
Cleaning Procedure and tracking (X3)	-.158	-7.468	.000
Overall Cleanliness and hygiene (X4)	.776	36.718	.000
R^2	0.97	_	_
Adjusted R^2	0.97	-	-

F	1149.15	-	.000

The regression analysis explicates that equipment and maintenance, stock and cleanliness monitoring and overall cleanliness and hygiene have positive and significant impact while cleaning procedure and tracking has negative and significant impact on the success of the beauty salon in 1% level.

DISCUSSION

The study finding states that the overall cleanliness and hygiene, cleaning procedure and tacking, Stock and cleanliness monitoring, equipment and tools maintenance are the factors determining successful beauty salons. are directly and positively influencing while stock and cleanliness monitoring is directly and negatively influencing Performance of beauty salons.

Implementing 5S practices nurtures a structured environment where tasks are achieved more efficiently, reducing time spent on searching for tools or cleaning up messy workspaces. The research accentuates the direct and positive correlation between effective 5S practices and increased customer retention and satisfaction. By upholding a clean, organized, and safe workspace, beauty salons can not only progress their service quality but also generate a positive experience for clients, leading to higher customer loyalty. By integrating 5S principles, these entrepreneurs can rationalize operations, reduce waste, and ensure high-quality service delivery, thus gaining a competitive edge in a swiftly growing industry. The research concludes by stressing the importance of continuous improvement and discipline in sustaining the benefits of 5S practices over time, ultimately driving the long-term success of beauty salons.

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