

## Strategic Management to Improve Service Quality and Customer Satisfaction in Fitness Centres: A Multi-Case Study of Two Types of Fitness Centres in Bogor



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**ABSTRACT:** This multi-case study aims to analyse the strategic management picture to improve service quality and customer satisfaction of two types of Bogor Fitness Centres. The method used in this research is mixed methods. The combined research method (mixed methods) is a research method that combines quantitative methods with qualitative methods. Based on the results of the study, it shows that the assessment of the quality of service provided by Reborn Fitness is as many as 12 people (40%) stated very good, and 18 people (60%) stated very good. This is also indicated by the customer satisfaction assessment provided by Reborn Fitness, namely as many as 4 people (13.3%) stated very good, 23 people (76.7%) stated very good, 2 people (6.7%) stated acceptable, and 1 person (3.3%) stated questionable. Based on the results of the study, it shows that the assessment of the quality of service provided by Fithub Fitness is as many as 25 people (78.1%) stated very good, and 7 people (21.9%) stated very good. This is also indicated by the assessment of customer satisfaction provided by Fithub Fitness as many as 19 people (59.4%) stated very good, 11 people (34.4%) stated very good and 2 people (6.2%) stated acceptable.

**KEYWORDS:** strategic management, service quality, customer satisfaction, fitness centres.

### I. INTRODUCTION

The development of people's lifestyles that have diversity to enjoy products and services such as a healthy lifestyle, one of which is by using facilities at the fitness centre. Fitness centres have become one of the community's alternatives to exercise, in addition to improving health and immunity, some people come to fitness centres or gyms for the purpose of building muscle mass. As well as urban and suburban areas. The development of fitness centres has increased both in terms of quality and quantity, especially in urban areas with diverse lifestyles. The city of Bogor is one of the areas that is not spared from the development of the fitness centre business, the number of fitness centres in urban areas results in increasingly fierce competition with suburban areas (Marconcin et al., 2021).

Not a few fitness centres have finally closed because they lost the competition. This is due to the lack of strategic management to improve service quality and customer satisfaction, thus impacting the fitness centre. Strategic management approaches at all levels of the company interact in planning and implementation. The concept of management is a form of governance of a company so that all types of activities can be controlled quite well. In this case, a manager is required to be able to master the concept of good planning (Noviyanti, 2019). Strategic management is very important for companies because it involves formulating, implementing, evaluating, and making business decisions to achieve company goals and objectives (Guerras-Martín et al., 2014).

Strategic management is a fundamental agreement process in organisational renewal and growth by developing strategies, structures and systems needed to achieve real renewal and development by managing effectively through strategy formulation and implementation processes (Pitt & Koufopoulos, 2017). In practice, strategic management is a process that helps organisations to identify what they want to achieve (Gluck et al., 2012). Strategic management is concerned with deciding strategic and planning issues, and how these strategies are implemented in practice. Strategic management can be seen as something that includes three main elements. First, there is a strategic analysis in which the strategic planner seeks to understand the strategic position of the organisation in question. Secondly, there is strategic choice which relates to the formulation of various courses of action, their evaluation, and choice. Thirdly, there is also the implementation of strategy which deals with planning how the strategic choices can be implemented (Ngo Vu & Nguyen Huan, 2016).

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The need for environmental analysis includes monitoring, evaluating, and collecting information from the company's external and internal environment. Service quality needs to be improved this is an important factor in a company (Hidayat et al., 2016). A strategy implementation carried out by the management of the suburban Fitness Centre must go through the right functions by having the resources and support to implement the plan but the results tend to be less than optimal. In a number of activities and fundamental decisions made by the highest management of a company must be implemented by all members in the company but the reality is not optimal. Strategic management is a management process consisting of three stages, namely formulating strategies, implementing strategies and evaluating strategies (Tate et al., 2015).

## II. METHODS

The method used in this research is mixed methods. The mixed methods research method is a research method that combines quantitative methods with qualitative methods to be used together in a research activity, so that more comprehensive, valid, reliable and objective data are obtained (Hukum et al., 2013). In this study, researchers used sequential explanatory designs. Sequential explanatory designs are a combination research method that combines quantitative and qualitative research methods sequentially, where in the first stage the research is carried out using quantitative methods and in the second stage it is carried out with qualitative methods (Marinu Waruwu, 2023).

In this research, quantitative data plays a role in obtaining measurable data that is descriptive, comparative, and associative (KEPUSTAKAAN, 2014). Qualitative data plays a role in proving, deepening, expanding, weakening, and cancelling the quantitative data that has been obtained. In this study, quantitative data is used to see the level of service quality assessment and customer satisfaction with two types of fitness centres. Meanwhile, qualitative data is used to see how strategic management applied by fitness centres affects service quality and customer satisfaction.

## III. RESULT

This research was conducted on 19 February - 31 March 2024. This research was carried out using this multi-case study, namely two types of Fitness Centres. Reborn Fitness Center is one of the fitness centres located in the urban centre and FitHub Fitness Center is one of the fitness centres located in the suburbs. The sample data collection technique in this study used purposive sampling technique as many as 62 people. In this study, respondents who were male were 34 people and 28 women, in the age category of this study the average was at the age of 15-24 years with a total of 23 people, aged 25-34 years with a total of 30 people, aged 35-44 years with a total of 6 people and aged 45-54 years with a total of 3 people.

The research activities carried out were filling out a questionnaire regarding general data in the form of name, gender and age followed by answering questions totalling 36 questions. After the data is collected, the data is processed and presented based on the research objectives. In addition, observation, interviews, and documentation were carried out in the research. By combining the three, it can obtain credible data, if from the three processes the same data is obtained, the research results are considered to have high credibility (Arikunto, 2016).

The following are the results of research on two types of Fitness Centres, namely Reborn Fitness and Fithub Fitness:

### A. Comparison of the Number of Respondents by Gender

Respondents in this study were consumers of two types of Fitness Centres, namely Reborn Fitness and Fithub Fitness Centre. The number of consumers selected as respondents was 62 people. The ratio of the number of respondents based on gender between men and women is 34 male respondents and 28 female respondents. The description of the research subjects is as follows:

**Table 1. Comparison of Number of Respondents by Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	34	54,8	54,8	54,8
Female	28	45,2	45,2	45,2
<b>Total</b>	<b>62</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: Primary data

Based on this table, there were 34 male respondents (54.8%) and 28 female respondents (45.2%), making a total of 62 people.

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## B. Comparison of the Number of Respondents by Age

Respondents in this study were consumers of two types of Fitness Centres, namely Reborn Fitness and Fithub Fitness Centre. The number of consumers selected as respondents was 62 people. The description of the research subjects is as follows:

**Table 2. Comparison of Number of Respondents by Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
15-24	23	37,1	37,1	37,1
25-34	30	48,4	48,4	48,4
35-44	6	9,7	9,7	9,7
45-54	2	4,8	4,8	4,8
<b>Total</b>	<b>62</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: Primary data

Based on this table, respondents between 15-24 years old there are 23 people (37.1%), 25-34 years there are 30 people (48.4%), 35-44 years there are 6 people (9.7%), and 45-54 years there are 3 people (4.8%), people (9.7%), and 45-54 years there are 3 people (4.8%).

## C. Service Quality of Reborn Fitness

The level of service quality in this study was measured by a questionnaire with 28 questions and a total of 30 respondents. Based on data analysis, the frequency distribution based on categorisation is as follows:

**Table 3. Criteria for assessing service quality**

No	Criteria	Respon Rate	Frequency	%
1	Excellent	≥ 85%	12	40
2	Very Good	70% - 84%	18	60
3	Acceptable	60% - 69%	0	0
4	Questionable	50% - 59%	0	0
5	Not Acceptable	≤ 50%	0	0
<b>Total</b>			<b>30</b>	<b>100</b>

Source: Primary data

Based on the table above, it shows that the assessment of the quality of service provided by Reborn Fitness is as many as 12 people (40%) stated very good, and 18 people (60%) stated very good. Thus it can be concluded that the quality of service at Reborn Fitness is very good.

## D. Customer Satisfaction of Reborn Fitness

The level of customer satisfaction in this study was measured by a questionnaire with 8 questions and a total of 30 respondents. Based on data analysis, the frequency distribution based on categorisation is as follows:

**Table 4. Criteria for assessing customer satisfaction**

No	Criteria	Respon Rate	Frequency	%
1	Excellent	≥ 85%	4	13,3
2	Very Good	70% - 84%	23	76,7
3	Acceptable	60% - 69%	2	6,7
4	Questionable	50% - 59%	1	3,3
5	Not Acceptable	≤ 50%	0	0
<b>Total</b>			<b>30</b>	<b>100</b>

Source: Primary data

Based on the table above, it shows that the customer satisfaction assessment provided by Reborn Fitness is 4 people (13.3%) stated that it is very good, 23 people (76.7%) stated that it is very good, 2 people (6.7%) stated that it is acceptable, and 1 person (3.3%) stated that it is questionable. Thus it can be concluded that customer satisfaction at Reborn Fitness is very good.

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## E. Service Quality of Fithub Fitness

The level of service quality in this study was measured by a questionnaire with 28 questions and a total of 32 respondents. Based on data analysis, the frequency distribution based on categorisation is as follows:

**Table 5. Criteria for assessing service quality**

No	Criteria	Respon Rate	Frequency	%
1	Excellent	≥ 85%	27	78,1
2	Very Good	70% - 84%	7	21,9
3	Acceptable	60% - 69%	0	0
4	Questionable	50% - 59%	0	0
5	Not Acceptable	≤ 50%	0	0
<b>Total</b>			<b>32</b>	<b>100</b>

Source: Primary data

Based on the table above, it shows that the assessment of the quality of service provided by Fithub Fitness is as many as 25 people (78.1%) stated very good, and 7 people (21.9%) stated very good. Thus it can be concluded that the quality of service at Fithub Fitness is very good.

## F. Customer Satisfaction of Fithub Fitness

The level of customer satisfaction in this study was measured by a questionnaire with 8 questions and a total of 32 respondents. Based on data analysis, the frequency distribution based on categorisation is as follows:

**Table 6. Criteria for assessing customer satisfaction**

No	Criteria	Respon Rate	Frequency	%
1	Excellent	≥ 85%	19	59,4
2	Very Good	70% - 84%	11	34,4
3	Acceptable	60% - 69%	2	6,2
4	Questionable	50% - 59%	0	0
5	Not Acceptable	≤ 50%	0	0
<b>Total</b>			<b>32</b>	<b>100</b>

Source: Primary data

Based on the table above, it shows that the customer satisfaction assessment provided by Fithub Fitness, namely 19 people (59.4%) stated that it was very good, 11 people (34.4%) stated that it was very good and 2 people (6.2%) stated that it was acceptable. Thus it can be concluded that customer satisfaction at Fithub Fitness is very good.

## IV. DISCUSSION

In a study related to "The Relationship between Service Quality and Customer Satisfaction in Men's Fitness Centers In Saudi Arabia" by Hussain Khalil, it was found that there was a statistically significant positive correlation between service quality and customer satisfaction. There was no statistically significant difference between education level and income level and overall service quality or customer satisfaction, Three service quality subscales (tangibility, assurance, and empathy) were specifically found to be significant predictors of customer satisfaction (Hussain Khalil Koshak, 2019). This finding may inform the need for strategic management analysis especially in fitness centres. However, it was also found that not all members in fitness centres are receptive to service quality and customer satisfaction (Bricci et al., 2016). This causes a gap between the research that has been done and the facts in the field. This gap can be used by researchers to answer the question whether strategic management applied by fitness centres in urban and suburban areas can improve service quality and customer satisfaction or there are other factors that can affect this. Compared to previous research, the quality of service and customer satisfaction provided by Reborn Fitness and Fithub Fitness tends to be better (Aulia & Hidayat, 2017). This can be shown by more complete and adequate facilities, experienced Personal Trainers, advantages such as the existence of signature classes and other excellent programmes. The quality of service to customers must be considered (Setyo, 2017). Customers will feel satisfied if they do good, friendly, and satisfying

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service. If customers get this quality of service, it is not impossible that they will return to use the products and services available at the fitness centre (Tianing & Siswahyudianto, 2022). Another factor of customer satisfaction is the price of the product. Customers will feel satisfied, if the price of the product offered is affordable in the pockets of various groups such as school children, students, adults, and the elderly (Diza et al., 2016).

In addition to price, the ease of accessing the fitness centre's facilities is another factor in customer satisfaction. Customers are eager to know or obtain various information in an easy way (Noviyanti, 2019). One example is fithub fitness centre, which has created an application that can simplify the process of viewing club locations, make it easier for customers to book classes online, watch videos of the correct methods and techniques in performing movements using machines such as pec dec fly, chess press, treadmill and other tools. Avoid additional fees or complicated payment bureaucracy. This is done so that customers can buy products easily without additional costs that make them dizzy (Nugroho, 2015). Based on the results of the research that has been conducted, it can be concluded as follows. Strategic management applied by Reborn Fitness in improving service quality and customer satisfaction is in the very good category. Strategic management applied by Fithub Fitness in improving service quality and customer satisfaction is in the excellent category. Strategic management applied by two types of Fitness Centres, namely Reborn Fitness and Fithub Fitness, in improving service quality and customer satisfaction is included in the very good category. There is a positive relationship between strategic management applied by two types of Fitness Centres, namely Reborn Fitness and Fithub Fitness. This is stated because each Fitness Centre succeeded in improving service quality and customer satisfaction in the very good category.

### IV. CONCLUSIONS

Based on the results of the research that has been conducted, it can be concluded as follows:

1. Strategic management that applied by Reborn Fitness in improving service quality and customer satisfaction is categorised as very good customer satisfaction is in the very good category.
2. Strategic management applied by applied by Fithub Fitness in improving service quality and customer satisfaction is categorised as excellent customer satisfaction is in the excellent category.
3. Strategic management applied by applied by two types of Fitness Centres namely Reborn Fitness and Fithub Fitness in improving service quality and customer satisfaction are in the excellent category customer satisfaction is in the very good category.
4. There is a positive relationship between strategic management applied by two types of Fitness Centres, namely Reborn Fitness and Fithub Fitness. This is stated because each Fitness Centre managed to improve service quality and customer satisfaction in the excellent category.

### IV. RECOMMENDATIONS

Based on the description of the results of the research that has been carried out, the researchers provide the following suggestions:

1. For Fitness Center management, especially at Reborn Fitness, which has provided quality service and received satisfaction from customers, to always maintain it, by consistently providing innovative events and other excellent programs.
2. For Fitness Center management, especially at Fithub Fitness, which has provided service quality and customer satisfaction with very good results, to always maintain it, by consistently maintaining the superior Community Day program and increasing customer convenience in using the Fithub application.
3. It is recommended for researchers who are interested in this problem to re-examine it by paying attention to existing weaknesses, and these results can be used as reference material.

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