A STUDY OF CUSTOMER REPURCHASE INTENTION TOWARDS LUXURY BRAND IN BANGKOK, THAILAND

By
Saverina Masino

A Thesis submitted in partial fulfillment of the requirements for the degree of Master of Business Administration
Graduate School of Business
Assumption University
Bangkok, Thailand
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Examination Committee:
1) Dr. Kriengsin Prasongsukarn (Advisor)…………………………
2) Asst. Prof. Dr. Sirion Chaipoopirutana (Co-Advisor)………………
3) ………………………………………………………………………
4) ………………………………………………………………………

Graduate School of Business
Assumption University
Bangkok, Thailand
ANTECEDENTS THAT DETERMINE CUSTOMER RETENTION AT TWO FITNESS CENTRES LOCATED AT LAT PHRAO DISTRICT OF BANGKOK, THAILAND

By

Lydia Jyrwa

A Thesis Submitted in Partial Fulfilment Of the Requirements for the Degree of Master of Business Administration in General Management

Examination Committee:

1. Dr. Aaron Loh (Advisor) ........................................
2. Dr. Chittipa Ngamkroeckjoti (Chairperson) ........................................
3. Dr. Apichart Intravisit (Member) ........................................
4. Dr. Sming Chuwiwatanan (Member) ........................................
5. Asst Professor. Wirat Sanguanwongwan (MOE) ........................................

Examined on:

Graduate School of Business
Assumption University
Bangkok, Thailand
April, 2017
ABSTRACT

Customer behavior has been studied by many researchers for over two decades. To be successful in any business sector, the firms should pay attention on understanding the customer behavior in order to win in long-term business. Revisit intention and repurchase intention are two important consumer behaviors in the luxury business. The researcher studies about the factors which affect the customer repurchase intention towards Louis Vuitton in Bangkok, Thailand.

In order to measure customer repurchase intention, this research surveyed 420 respondents who ever purchased Louis Vuitton products, The questionnaire was distributed to the male and females who were living in Bangkok, Thailand. It comprised of a questions about demographic factors, attitude towards behavior, functional value perception in terms of uniqueness value and price-quality perception, personal value perception in terms of hedonism value and materialism value, social influence, emotional value, subjective norms and customer repurchase intention. The researcher applied Pearson correlation coefficient and multiple regression linear analysis for the data analysis.

The result of this study indicated that all of the independent variables have a significant relationship with customer repurchase intention. The strongest significant relationship was revealed between social influence with customer repurchase intention (.602). Secondly, this study found out the second strongest relationship between emotional value and customer repurchase intention (.597). The moderate positive is the relationship between attitude towards behavior and customer repurchase intention. Besides, functional value perception in terms of uniqueness value and price-quality perception and personal value perception in terms of hedonism value and materialism value are statistically significant influenced on repurchase intention. However, there is weak significant relationship between subjective norms and customer repurchase intention.

To sum up, this research provides valuable implication for the enterprises to find a suitable path to cultivate or attract more customers to extend the market size.
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CHAPTER I

Generalities to the study

This study consists of six chapters. In chapter one, the background fitness centre or gyms is discussed along with the study’s objectives, statement of problems, scope, limitations and significance of the study. Chapter two provides the theory linking fundamental analysis variables and customer retention fitness first and virgin active fitness centres located in Bangkok and a review of the related literature. Chapter three presents the theoretical and conceptual frameworks that serve as a basis for this study while chapter four outlines the data collection procedures and methodology used to meet the study’s objectives. Chapter five presents the statistical analysis and statistical tables; the findings from this chapter are explained in chapter six alongside discussions and implications on hypothesis testing and recommendations for further research.

1.1 Introduction

The health and fitness industry has been growing as years have gone by, and with modern life and its aspects on people, they are getting busier in their everyday lives. Hence, they are encouraged to have a form of physical activity in their lives as it results to a healthy life in the end, physical activity like jogging, running, swimming, or any form of sports etc. This has resulted in many countries encouraging people to get involved more into fitness and physical activity.

The living pace of modern society has been accelerating and the working pressure is also growing rapidly. People’s mind and body is being confronted with so much work and pressure. People are longing to regain their energy and strengthen their constitution through physical activities after their work or study. Thus, there is a growing demand for sports and fitness centres (Wang and Wu, 2008). On the other hand, with the enrichment of knowledge in health facilities and the improvement of living quality, people tend to turn for professional help, like fitness centres and fitness trainers who provide comprehensive services and higher quality. People are no longer satisfied with traditional boring and monotonous exercises, but begin to treat strength training, body building, and martial arts in fitness centres a way to enjoy keeping themselves fit and healthy in the modern era of civilization (Wang and Wu, 2008).
Fitness centres have become the ideal consumption areas for more and more people because of its environment, which has comfort, perfect and considerate services that can be chosen to according to their needs and wants towards fitness.

However, many people are frustrated because, despite their best intention, they seem to be unable to adhere to a particular exercise and diet programs. Having too little time is also another reason to be frustrated as many are ignore physical exercise because they are spending most of their time working and taking care of their families, children and elderly relatives. This is also dependable on the fact that the busy urban life where career keeps people preoccupied and hence they do not get a chance to focus on their personal health. But there are many strategies that have proven to help people get their desired health and fitness goals. One such strategy is joining a fitness centre or a gym to reach their goal.

The word “gym” is derived from ancient Greek word “gymnasion” the Greek gymnasiums were places where athletes trained for public games, such as the Olympics (Luke, 2016). After ancient Greece, gyms were founded in the 19th century as before that man was fit and healthy as it was a stage on working on the land of agriculture and doing their daily chores. In the 19th century, gymnasiums were built because of the establishments of schools and colleges. Another form of gym began to rise which was a boxing gym in the 1930’s, but these were established for making fighters and it was mostly meant for training to become a boxer and a fighter. Gold’s Gym, one of the most famous gyms in the world was founded by Joe Gold in 1965 in Venice, California, which became a landmark and he later founded the World Gym Chain in 1977. By the 1980’s corporate gym chains were founded as employers began to take a great responsibility for employee’s health. And 1990 onwards, gyms have been getting attention increasingly and lots of people started joining gyms and became members or just customers and it has been rising since then to this present time.

1.1.1 The Fitness and Health Industry in the world

Health and fitness has witnessed an astounding growth in interest and participation and it is a business that is rapidly growing worldwide. Around the world, fitness centres generate about $84 billion dollars in annual revenue (IHRSA, 2014). There are approximately 183,900 fitness centres across the globe that attracts nearly 144.7 million members (IHRSA, 2014). The North American market which includes United States and Canada has had an estimated size of more than 28 billion U.S. dollars in 2015, of which 90 percent was attributed to the United States, which is around 25.2 billion U.S. dollars (IHRSA, 2015). The
US has a total of 34,460 fitness and health clubs (IHRSA, 2015) which attracts 55.3 million members (IHRSA, 2016). It is also reported another 9.1 million non-members exercised at fitness and health clubs in 2015 bringing the total number of American utilizing health and fitness centres to 64.4 million (IHRSA, 2016). The rise of customers in this industry has forced managers and staffs of these businesses to focus on customer service to meet high expectations of their customers (Robinson, 1998).

The European fitness market is worth €26.7 billion (Europe active, 2015). There are five countries in the Europe that represent the top five health and fitness markets by revenue that makes 64% of the total net worth and they are; UK -5.615 , Germany – € 4,830 million (18%), France – €2,393million (9%), Italy - €2,152 million(8%) and Spain €2130 million (8%)(http://www.europeactive.eu/sites/europeactive.eu/files/events/EHFF2016/KarstenHollasch_EHFF2016.pdf) (January,2017).

1.1.2 The Fitness and Health Industry in Asia pacific:

In Asia/Pacific region, fitness centres generate more than $14 billion in revenue at about 28,000 locations that serve 17 million members. The industry has been growing steadily as well in markets such as Japan, Hong Kong and South Korea, as well as in major urban districts of China, Beijing and Shanghai. China has roughly 2,700 health clubs altogether serving 3.9 million members, according to IHRSA. Additionally, the average market rise rate for fitness centres in Asia/Pacific is still under 4% indication strong growth potential in major emerging markets (http://www.ihrsa.org/blog/tag/asia-pacific-health-club-report) (January,2017).

The Asia-Pacific has maintained a sound momentum of growth in economy as a whole, and the fitness market has been rising profoundly according to the 2015 IHRSA Asia-Pacific health club report, which was developed by Deloitte and sponsored by Precor. Australia has a mature market and even though the fitness market has been rebounding from the impacts of global crisis and the relative downturn in the fitness industry from 2010 to 2011, the industry has returned to its previous growth patterns. The market is slowly transitioning towards the 24-hour gyms, which also tend to indicate affordability in the services. In the emerging maturity markets, such as Indonesia, Malaysia and Taiwan, major players of the fitness world like fitness first, Gold’s Gym, True Fitness, Celebrity Fitness and others have established solid scale and market presence in the region. These players are
gradually gaining market share as compared to 2011. In less developed markets like India and Philippines traditional exercise are not an indispensable part of the general population’s habits. There is no presence of the fitness industry much in the rural areas as compared to the developed countries; however the rapid economic growth in India and China signals the market potential for this industry. Across the Asia-Pacific, thirteen markets combine to serve 17 million members at more than 28,000 fitness and health centres. Total revenues for the region are an estimated US $ 14.3 billion. The report shows room for growth as the average market penetration for the region is 3.8%.

The statistics in figure 1.1 shows the total number of members (in millions) in health and fitness centres in countries of the Asia-Pacific region in 2014. The total number of members in the Asia-Pacific is 17 million members; Japan is the leader in the Asia-Pacific with 4.1 million members in its fitness centres and Vietnam representing the lowest number of members at fitness centres with 0.8 thousand members.

![Figure 1.1 Total numbers of members in health and fitness centres in countries of Asia-Pacific region, 2014.](image)

1.1.3 The Fitness and Health Industry in Thailand

Additionally, Thailand’s fitness centres revenue will amount to $40 million by 2017 and also the revenue is expected to show a revenue growth of an annual rate of 13.3% (CAGR 2017-2025) resulting in a market volume of US $65 million in 2021. ([https://www.statista.com/outlook/313/126/fitness/thailand#takeaway](https://www.statista.com/outlook/313/126/fitness/thailand#takeaway)) (February, 2017.)

In 2016, consumer health in Thailand has been witnessing a current value in growth, even though the economic conditions are not as supportive as the high levels of household debt; the situation is currently showing slow improvement in general. The increasingly busy and stressful lifestyles being led with urban life, together with rising pollution, are contributing to the rising demands for health and fitness services and products. Thai consumers are becoming more aware of the benefits of health and fitness and the trend of self-medication is growing as Thai people become increasingly interested in taking part in physical activity and participating in sporting activities (Euro monitor, 2016).

The fitness and health industry has been witnessing an astounding growth in interest and participation and it is a rapidly growing business around the world. The fitness market in Thailand has also been growing with the pace of time and it is also becoming more sophisticated and competitive with the number of fitness centres represented by several international brands as well as local ones. In Thailand, the government has paid more attention to the important of physical wellbeing, physical activity and sports activities by encouraging youths, government officials, and people to have more interest in physical activities. There are more than 800 fitness centres in Thailand with 260,000 customers. The market turnover for fitness centres is about THB 7.3 billion which will grow at least 9 percent in the coming years (Kasikorn Research Center, 2009). This growth is likely found in both large and small fitness businesses. This business represents a rapidly growing industry in Thailand (Tawse and Keogh, 1998), and thus it is significant to place service quality in these fitness centres to be an efficient operation in order for the industry to remain profitable (Papadimitriou and Karteroliotis, 2000).
The measurement of health consciousness, Thailand reflected by the increase in health and fitness club membership that have been increasing year on year by 7% in 2009 (Kasikorn Research Centre, 2009). The number of health and fitness clubs in hotels, apartments, and malls is increasing to satisfy the demands of those people who have full time jobs and who work out during travelling. Service quality has been recognized as one of the major elements to affect member retention and long-term profitability of an organization (McDonald and Howland, 1998; Zeithaml, Berry and Parasuraman, 1996). Service quality has been recognized as the major element to affect customer retention and long term profitability (McDonald and Howland, 1998; Zeithmal, berry and Parasuraman, 1996).

Bangkok has many fitness and health clubs, and they are; Cascade club, energy boot camp studio, the racquet club, Maxfit Bangkok, we fitness society, the Lab, golden bell fitness, the aspire club, physique 57, Sanook life, style Pilates studio, Virgin Active, Clark hatch fitness centre, the Olympic club, British club Bangkok, The Bangkok club, The Pilates studio co. ltd, true fitness and lastly fitness first. (http://www.thebigchilli.com/features/your-bangkok-fitness-guide) (January, 2017).

1.1.4 Introduction of two fitness centres

1.1.4.1 Fitness first

The fitness first health club was opened in 1993, in the seaside of Bournemouth, Dorset which is historically known as a popular health resort. It has its 371 fitness centres around the world in 16 countries making it the leader in the global fitness industry. (https://www.fitnessfirst.co.th/en-GB/about-us/) (January, 2017).

In Thailand, Fitness First is found scattered throughout the country with 28 locations out of which 14 are located in Bangkok.

From the 14 locations, the researcher has chosen Fitness first which is located at The Crystal Ramindra, in the Lat Phrao district. The members of this fitness centre can enjoy the well known and full-equipped fitness centre which provides various kinds of fitness opportunities. They can enjoy the facilities of the fitness centre with unique services like:

1. One-on-One training:
2. Freestyle group training
3. Group exercise classes
4. Strength training
5. Cardio training
6. Yoga

Each of these unique services has their own trainers and fitness first offers 5000 classes in a week to its members. Fitness first starting membership fee is from 2,105 baht per month and the price ranges from types of membership and classes that the members are registered for. (http://www.thebigchilli.com/features/your-bangkok-fitness-guide). (January, 2017).

The fitness centre is opened every day except on holidays, on the weekdays, the fitness centre is opened from 6:00 am to 22:00 pm and on the weekend it is opened from 8:00 am to 21:00pm.

As, fitness first is a leader in the global fitness industry, figure 1.2 depicts the revenue of the fitness first UK around the world from 2012 to 2015. In 2013, the health club chain generated revenue of 842.63 million U.S. dollars. In the same year the UK Company operated 371 clubs.

![Figure 1.2](image)

**Figure 1.2** Revenue of the Fitness First UK health club company from 2012 to 2015 (in million U.S. dollars)

Source: Statista, health and fitness companies, retrieved in February (2017)
1.1.4.2 Virgin Active

Virgin Active was launched in 1999 in the UK; Virgin Active is part of the Virgin Group founded by Sir Richard Branson. The fitness centre is located in 10 countries with 243 clubs and has more than 1.4 million members and it is a globally recognized brand. In Bangkok, there are five branches, which are Empire Tower, EmQuartier, Central Westgate, Siam Discovery and Central Festival East Ville. (http://www.virginactive.co.th/home/our_difference/about_virgin_active.aspx, January, 2016).

As the researcher has chosen the Virgin Active located at Central Festival East Ville located in the Lat Phrao district, the members enjoy various kinds of services that can help them with their fitness journey. The classes included in this location are as follows:

1. Indoor cycling classes
2. Power plate classes
3. Yoga
4. Strength training
5. Cardio training
6. Group exercise classes

It also has personal training services which are available free for eight weeks. The fitness centre offers six month membership for 775 baht per week and for a 12 months option the membership fees starts from 670 baht per week. The service hours are from 6:00 am to 22:00pm during the weekdays and during the weekends it is opened from 9:00 am to 20:00pm.

Figure 1.3 depicts the revenue of Virgin Active Company from 2012 to 2014. In 2014, the health club chain generated revenue of 1051.17 million U.S dollars. In 2013, the UK based company operated 270 clubs around the world.

This study aims to analyze the various antecedents that affect customer retention at Fitness First and Virgin Active located in Lat Phrao district of Bangkok. The researcher has chosen to study about customer retention in the two fitness centres because of rapid growth of this industry in Thailand and also because of the case of retention where it was never a case of research with the usage of a new scale model Service Quality Assessment Scale which is specifically designed to analyze service quality in the fitness industry. The two fitness centres are chosen because they both represent the top fitness centres in Bangkok, as they are also international companies with franchise around the world and were both founded in the UK.

The researcher has chosen these two fitness centres as their locations are close to one another, Fitness first is in The Crystal Ramindra and Virgin Active fitness club located at The Central Festival East Ville, which are both located at the Lat Phrao district which is just next to the Bangkapi district. These locations are also selected because they are located near the researcher’s location as compared to the other branches.
around Bangkok, which makes it easier for the researcher to collect data at these fitness centres. Choosing two fitness centres will help the researcher analyse the kinds of customer retention fitness centres have especially when these gyms are located close to one another.

Furthermore, Fitness First and Virgin Active have similar number of strength training machines, they both have similar membership fees and they both offer similar kinds of programs and workout facilities. These two fitness centres are big chains in the fitness industry, they both donate to the same kind of customers as they are both located at one district. The researcher choose Lat Phrao district as it has a total population density of 121,000 as of 2016, which indirectly represent a good number of sample size for the research. This is the total sample of fitness first and virgin active in Lat Phrao.

(https://www.google.co.th/maps/place/Lat+Phrao,+Bangkok+10230/@13.8132065,100.6033262,13.75z/data=!4m5!3m4!1s0x30e29d8271afaf03:0x30100b25de24fe0!8m2!3d13.8282371!4d100.614025) (January, 2017).

1.2 Research Objectives

Service quality has become an important area for people such as managers and owners including researchers, because of the strong impact it has on business performance, such as cost saving, customer satisfaction, customer retention and a firms profitability. Based on the new trends of modern fitness and consumers desire to become fit and healthy, a significant topic on fitness would be to study methods that can help gyms and clubs to retain its customers or members. Service quality and customer satisfaction play an important role in customer retention in gyms and health clubs. The determination to do this study is to then give advice and recommendations to health and fitness clubs managers and owners for improving the quality of the services they provide which will result in satisfied members or to retain their customers.

The researcher aims to determine the following:

1. To measure the service quality provided at the two fitness and health clubs by using the Service Quality Assessment Scale.
2. To study how well-being affects on customer satisfaction in the health and fitness club.
3. To measure the level of customer satisfaction of the two fitness and health clubs.
4. To examine the level of relationship between customer satisfaction and customer retention.
1.3 Statement of the problems

The trend to becoming fit is becoming popular among many customers and this has increased profits for many fitness and health centres, as these are the places that provide physical activities that are suitable for modern lifestyles and environment. Presently, there is an increasing trend among people towards physical activity and exercises. There are many reasons for taking part in physical activities; nonetheless, the major outcome of physical activity is a healthy physique and a healthy life. With the increasing rate of customers going to gyms and joining a fitness centre and the choices they have to choose a gym, gym owners and the management need to have sufficient understanding about the quality that they are providing to their customers and understand how it can result in optimum satisfaction and retention.

The research questions for this study are as follows:
1. Does Service Quality Assessment scale have an affect on customer satisfaction?
2. Does customer wellbeing in terms of life and well-being at the fitness and health clubs have an affect on customer satisfaction?
3. What are the relationships between customer satisfaction and customer retention?

1.4 Scope of the research

This study is conducted to analyse if the level of customer retention in the two fitness centres is ideal and it is to understand how services and products provided at these fitness centres have a direct affect on the manner of their members or customers adherence towards these fitness centres. The research is conducted to analyse if these fitness and health clubs have a favourable level of customer retention. The researcher in this study focuses on evaluating the various relationships between the independent variables, which are Service Quality Assessment Scale and well-being with the intervening variable, customer satisfaction and lastly the relationship between the intervening variable, customer satisfaction, and the dependent variable, customer retention.

The target population for the study that the research has identified are the customers and members of two fitness centres, namely; Fitness first and Virgin Active. Upon analysing, the researcher found the target population for the study is 400 respondents, who have experienced the services and products in these two fitness and health clubs. The data from the respondents will be collected through a survey questionnaire. The questionnaire will consist
of four sections, where the first section consist of screening, the second section consist of questions regarding the independent, intervening, and also the dependent variables, and the third section consists of the respondents’ demographics and lastly, the fourth section consist of basic information regarding the respondents. The researcher is using convenience, quota and judgemental technique of non-probability sampling to select the chosen samples for this research in order to gather information from members and customers two fitness centres located at The Crystal Ramindra and The Central Festival East Ville.

1.5 Limitations of the study

There are a few hindrances with respect to this study with relation to the target population, the amount of time to conduct the research, the list of independent variables chosen, the objective of just focusing on two fitness and health centres and one area in Bangkok. The researcher believes that the final conclusion of the study will be affected by these limitations.

The researcher has determined the target population to be from the Lat Phrao district of Bangkok, which is just one of the main districts located in the city. The results of this could be one, and the results may be different if the same research was conducted in another area of the city. By limiting the study to only two fitness and health centres, the researcher is being ignorant to the perspective that the rest of the health and fitness centres in other areas of Bangkok would show the same level of customer retention. This could greatly affect the findings of the study.

The duration to conduct the study (i.e. from July 2016 to March 2017) also acts as a limitation to this research because similar researches conducted in different areas with a variation in the time span could have different outcomes and results. Since the study is being conducted during the opening hours of the fitness centres, the respondents could not be totally believed to be clear in their views as they were busy working out or finishing their routine at these health and fitness clubs which could greatly affect the outcome of the study.

For this study, the researcher only chose four variables which are highly likely to achieve the outcome of knowing the level of customer retention in the five fitness centres. However, there could be other variables like, motivation, personality, timing of jobs, type of lifestyles and goals. These are just a few other variables to name that could be used as variables to analyse customer retention in fitness centres.
The major limitations to this research are the sample size as it may not properly cover upon the retention from the members and customers of the two fitness centres, as the researcher chose the convenience sampling technique and there is no guarantee that all the members and customers are presented on an equal basis in the sample size. The other limitation to this study is the number of respondents to the survey as it is only two fitness and health centres and therefore the researcher may not have a complete picture of peoples’ experiences since every person thinks differently. Choosing only two fitness centres may not generalised to other fitness centres located in Bangkok or collegiate fitness centres in the country. Another limitation is the shortage of statistics on the topic of fitness and health clubs around Bangkok, Thailand; this plays a major limitation in this study.

1.6 Significance of the study

The study would help better understand customer retention and the factors that are necessary for it to be implemented in the two fitness centres. The study will also help understand the relationships amongst the dependent variable, the intervening variable and the independent variables. There have been many studies conducted on customer retention in the international scenario, especially in other kinds of industries but not much has been done in the fitness industry especially in Bangkok, Thailand. This study would support the concept of customer retention and its factors in the fitness and health industry and on the basis of Thai people as well as foreigners in Bangkok, as the behaviour of consumers is different to that of their international counter parts.

The result from the analysis will be useful to the two fitness and health centres to identify the important factors that create customer retention, where the fitness centres will get to improve their services and products in order to impress the existing members or customers and also to attract new members. Hence, the research can help monitor the service quality in these fitness centres to find that they meet the demand that the members and customers have. The results of the study will help the owners, staffs or managers to better understand service quality in these two fitness centres, and how it is important for having satisfied customers and also retention in their fitness centres.

The study will also help portray the benefits of customer retention and how it is very useful for the staff to understand retention in the two fitness centres, so the weakest link in their service can be improve and maximizing the strongest links. As this research will not only be based about service quality but also the well being of customers, this will help staff
understand ways to improve in their services and ambience to help customers be happy and achieve a good wellbeing.

1.7 Definition of Terms

**Customer satisfaction**- Customer satisfaction is an emotional state of mind reflecting the benefits (Cole & Ilium, 2006) or outcome of an experience (Baker & Crompton, 2000) along with other influences such as service quality.

**Customer Retention** – Customer retention is considered as the loyalty that is positioned essentially in consumers’ repurchasing intentions and the positive word-of-mouth that is spread by the consumers to advocate the products and services to other consumers (Butcher, Sparks, and O'Callaghan, 2001).

**Fitness centre**- It is a place which provides equipment for the purpose of exercise, and engages in getting people fit and healthy (Lin, 2010)

**Service Quality**- It is defined as a worldwide judgement or attitude relating to the superiority of a service (Zeithaml and Bitner, 2003)

**Service Quality Assessment Scale**- Service quality assessment is an instrument for evaluating service quality of health and fitness clubs (Lam et al., 2005). Here, Service Quality Assessment Scale is being graded in five different variables. These variables are shown as follows:

1. **Staff** - A staff, as used in the context of fitness, refers to any health club or fitness facility employee, including personal trainers, group exercise instructors, managers, and owners. It also includes self-employed personal trainers (Riley, 2004).
2. **Program**: It is the workout or other program for members or customers of fitness such as weight training, weight control, aerobics, and relaxation (Senakham, 2008).
3. **Locker Room**- It is described as a part of the gymnasiums and fitness centres that includes the changing room, shower room, toilet and the lockers, where the customers and members can use according to their needs (Peery, 1931).
4. **Physical Facility**- It is defined as the tangible, physical element of the sports environment that influences customer and member’s attitudes. In a fitness centre, elements of the physical facility include parking lot, facility aesthetics, parking lot, layout accessibility and location of the fitness centre (Wakefield et al., 1996).
5. **Workout Facility**- It is the facility located inside the fitness centre which has cardio rooms, aerobic rooms, weights, machines and other specific equipments that are available for a member or a customer to use (Andreozzi, 2010).

**Wellbeing**- It is a positive state of being with others in society, where needs are met, where one can act effectively and meaningfully to pursue one’s goals, and where one is able to experience happiness and feel satisfied with one’s life (Gough and McGregor, 2007).

Here, wellbeing is being graded in two sub-variables.

These variables are as follows:

1. **Wellbeing in life** - It is described as a state that includes self acceptance, personal growth, purpose in life, positive relations with others, environment mastery and autonomy (Ryff and Keyes, 1989).

2. **Wellbeing in Fitness Centres** - It is defined as the state that includes happiness, determination, self acceptance, self confidence for a customer and positive relations with other members in a health and fitness centre (Gonçalves and Diniz, 2015).
Chapter II

Review of the Related Literature and Studies

In this chapter, the researcher defines the concepts and theories related to this study. This chapter is divided into three sections. The first section explains the concept behind Service Quality Assessment Scale (SQAS), wellbeing, customer satisfaction and customer retention which are the independent, intervening and dependent variables. The second section illustrates the relationship between these variables, and the last section looks at nine previous empirical studies relevant to this research.

2.1 Theory

According to Zikmund et al., (2010), “A theory is an orderly and proper logical explanation of occasions or events that involves predictions of how things relate to one another”. It is an organized body which has the concepts and principles intended to describe a particular phenomenon. Thus, theory helps to explain the “how” and “why” of past events. This section explores the theories pertaining to the dependent variable - Customer Retention, the intervening variable- customer satisfaction and the independent variables- service quality assessment scale and well-being.

2.1.1 Service Quality Assessment Scale

Services can be described as an activity or benefit offered from one party to another, which does not result in the ownership of anything (Kotler and Armstrong, 2007). Lovelock (2000) also defines service quality as an economic activity that creates profit or benefits for customers on special occasions and places. As, services are always confused with products when it comes to its definitions, Zeithaml and Bitner (2000) proposed one of the most popular definition of services, “it is deeds, processes and performances”. Congruent to this definition, Zeithaml and Bitner (2000) described services as all economic activities whose output is not a physical product or construction, which is broadly consumed at the time it is produced, and provides added value in forms such as convenience, amusement, timeliness, comfort or health; which are essentially intangibles concerns of its first purchaser.

According to these definitions, services can be intangible and can be produced by people and/or machines. Services have four characteristics; inseparability, intangibility, variability and perish ability (Parasuraman, Zeithmal and Berry, 1985). With these
characteristics, service quality is regarded as an ambiguous and complex concept to be understood, applied and controlled as it does not contain many tangible qualities (Harvey, 1998).

As the rise of the service industry and the growing competition in this industry, customers expectations increases as they experience services that vary from one service provider to another, hence “Service quality has been classified as a key factor in building a competitive advantage in the service industry “ (Alexandris et al., 2001). Earlier work on quality was focused on improving the quality that a product has to give its customers (Rowley, 1998). In the past ten years, with the booming of the service industry, the philosophical or theoretical context on service quality began to develop. Service organisations are allowed to differentiate each other as service quality is important as it can improve repeated purchases as well as gaining new customers.

Moreover, service quality is a targeted evaluation that reflects the perception of customer’s towards services such as physical environment, interaction quality and outcome quality (Brady and Cronin, 2001). In this context, service quality is an understanding as an attitude of overall judgement about service excellence; the entire attitude in this case may still be hazy. Gronoos (19840 and Lehtinen (1983) described service quality as the distinction between technical quality (what is delivered) and the functional quality (the manner it is delivered) and as the process quality (judgment made during receiving the service) and output quality (judgment after the service).

Regarding business, service quality is argued as the quality in a service business which is measured to the extent to which the service delivered meets the customer’s expectations (Ghobadian et al., 1994). The description of service is such that the customer is present in the delivery process, which means that the perception of quality is influenced not only by the service outcome but also by the service process (Al-aak, 2009). As mentioned previously about the various definitions, interpretations and explanations of service quality, it seems that service quality is a multi-dimensional concept that means different things to different people. Furthermore, describing quality is a challenging assignment acknowledging to its generic characteristics. Even though the standards for defining of quality may be set, these standards vary from phenomenon to phenomenon, culture to culture and across time (Jayasundara et al., 2009).
With the different way that service quality is defined as, it is understood that measuring service quality is so significant for many service providers. Additionally, service quality is directly affected by perception of the quality and it has an important effect on the behaviour of consumers towards a product or service. When the level of the perceived quality is high, there is a positive effect on the evaluation of the service or product by customers (Headley and Miller, 1993). They described that perception of service quality affects the behaviour of consumers in the future, if consumers’ perception were positively affected, they would make a decision to purchase again. And on the other hand, if it was the opposite, the consumer will make a complaint about the service or not prefer such a service again.

Providing excellent service quality and gaining high levels of customer satisfaction is an important issue and a challenge that the service industry is facing (Hung et al., 2003). Service quality is an important topic of discussion in both private and public sectors, in business and service industries (Zahari et al., 2008). During the past two decades, service quality has become a major area of attention to practitioners and managers to lower costs for return on investment, customer satisfaction, customer retention and to gain higher profit (Leonard and Sasser, 1982; Cronin and Taylor, 1992; Gammie, 1996; Chang and Chen, 1998; Gummesson, 1998; Lasser et al., 2000; Newman, 2001; Sureshchander et al., 2002; Seth and Deshmukh, 2005). The rapid growth and development, and competition of service quality in both developed and developing countries made it important for companies to measure and evaluate the quality of service encounters (Brown and Bitner, 2006).

Several conceptual frameworks have been developed by different researches for measuring quality. It is anticipated that conceptual models in service quality can help management to identify quality problems and thus help in planning and developing programmes that can improve efficiency, profitability and overall performance (Seth and Deshmukh, 2005). The development of service quality models is also because of the need to establish valid instruments for the systematic evaluation of firms’ performance from the customer point of view; and the association between perceived service quality and other key organizational outcomes (Cronin et al., 2000).

The following sections will explain the various Service quality models in the generic form and also measurements in the Fitness industry:

a) Grönroos’ Perceived Service Quality Model
b) Gap Model
c) SERVPREF

d) Service quality models in the fitness industry

1. Scale of Attributes of Fitness Services
2. Quality Excellence of Sports Centers
3. Service Quality in Fitness Service
4. Service Quality Assessment Scale

a) Grönroos Perceived Quality Model

Grönroos model on service is positioned towards technicality and functionality. In order to compete successfully, firms must have an understanding of consumers’ perception of the quality and the way the quality of the service is influenced. Administering perceived service quality means that firms have to match the expected service and perceived service to each other so that the consumer satisfaction is achieved. The author classified three segments of service quality, namely: technical quality, functional quality; and image.

Source: Gronroos, (1984)

Figure 2.1: Grönroos Perceived Quality Model.

Technical quality is the quality that the consumer actually receives as a result of his/her interaction with the service firm and it is important to him/her and to his/her evaluation of a quality of service. Functionality quality is how a consumer gets the technical outcome. It is important for the customer, to understand his/her views towards a service received. Image is a very important to service firms and this can be expected to build up
mainly by technical and functional quality of the service, including other factors like tradition ideology, word of mouth, pricing and public relations.

b) The Service quality GAP Model

The most influential model in measuring service quality in the service management literature focuses on the concept of service quality gap.

The “Gap Model” developed by (Parasuraman et al., 1985) began with the session of reviewing the history of SERQUAL from the early 1980’s to 1998. Parasuraman’s collaborated with Berry and Zeithmal in 1983. Prior to their influential 1998 Journal of Retailing (JR) article, Parasuraman et al., published a conceptual paper in 1985 identifying five service quality gaps see Figure 2.1, page-5.

The “Gap model” was based on customer- oriented description of service quality that the degree and the direction of differences between customer service expectations and their perceptions of the certain services carried. They also pointed out that consumers’ quality perceptions are influenced by a number of distinct gaps occurring on the marketer’s side. As clarified above, the model has five gaps and they are shown as follows:

Gap 1: The difference between consumer expectations and management perception of consumer expectations, i.e. not knowing what consumers expect.

Gap 2: The difference between management perception of consumer expectations and service quality specifications, i.e. improper service-quality standards.

Gap 3: The difference between service quality specifications and the actual service delivered, i.e. the service performance gap.

Gap 4: The difference between service delivery and what is communicated about the service to customers, i.e. whether promises match delivery.

Gap 5: The difference between consumer’s expectation and perceived service. This gap depends on size and direction of the four gaps which are associated with the delivery of service quality on the marketer’s side.
According to Figure 2.2, the service quality is a function of perception and expectations and can be model as:

\[ SQ = \sum_{j=1}^{k} (P_{ij} - E_{ij}) \]

Where: \( SQ \) = Overall Service Quality, \( k \) = number of attributes.

\( P_{ij} \) = performance perception of stimulus \( i \) with respect to attribute \( j \).

\( E_{ij} \) = Service Quality expectation for attribute \( j \) that is the relevant norm for stimulus \( i \).

This exploratory research was refined with the conceptualized scale named SERVQUAL for measuring customer’s perception of service quality (Parasuraman et al., 1988). The ten dimensions of service quality collapsed into a five dimensions. The original
ten dimensions of service quality; reliability, responsiveness, tangibles, assurance, communication, competence, credibility, courtesy, security and empathy became to reliability, responsiveness, tangibles, assurance and empathy.

c) SERVPREF

SERVQUAL is a good measurement of service quality for many industries but researchers have reported that this model is not suitable for some areas of business like retail, store environment (Dabholkar, Thorpe and Rentz, 1995). The SERQUAL model a topic of debates among scientists and it was considered not comprehensive in different applications (Brady and Cronin, 2001; Dabholkar et al., 1995; Shahin and Samea, 2010).

Cronin and Taylor (1992) suggested the clarified model of SERVQUAL by considering performance as the only factor that needs to be measured for service quality. They evaluated that service quality is the attitude of the consumer and that the performance (perceived service quality) of the service is the only measurement for the service quality.

Cronin and Taylor (1992) conducted a research on the relationship between customer satisfaction and purchase intention. They admitted that service quality is an antecedent of customer satisfaction. They proposed a new model for service quality based on SERVQUAL with respect to the conceptualization and measurement of service quality which used performance as the only measurement for service quality model which is called SERVPREF. In the new mode, Cronin and Taylor (1992) proceeded to measuring performance (perceived service) with same dimensions which are reliability, responsiveness, assurance, tangible and empathy for service quality measurement instead of “expected–perception” difference.

The research finding showed SERVQUAL factors are inconsistent, and SERVPREF is a more accurate measurement for service quality in comparison with SERVQUAL (Cronin, Taylor, 1992; Seth et al., 2005). Cronin and Taylor (1992) argued that SERVPREF was an enhanced means of measuring service quality construct. Their study was later replicated and suggested that little if any theoretical or empirical evidence supports the relevance of the E-P = quality gap as the basis for measuring service quality.
d) Service Quality Models in the fitness industry:

Service quality in the sports industry has emerged as a recognized research stream in the late 1980’s (Polyakova and Mirza, 2015). To date, there are numerous studies that have focused on identifying dimensions of quality in the sport and fitness industries (Chang and Chelladurai, 2003; Alexandris et al., 2004; Ko and Pastore, 2004; Lagrosen and Lagrosen, 2007; Moxham and Wiseman, 2009). As service-oriented entities, fitness organizations inherited the unique service characteristics of intangibility, perishability, heterogeneity and inseparability (Ghobadian et al., 1994, Brignall et al., 1991). However, sports and recreation have their own specific features, hence there are significant differences between sports and other service based offerings.

Relevant research suggests that the unique motivations of those who consume sport (McDougall and Levesque, 1995; Rust and Oliver, 1993; Ko and Pastore, 2004; Szabó, 2010) are: human performance (as an important “core product”); high involvement of consumers in co-producing a sport service (Lovelock, 1996); the social nature of the service offered ‘excruciating’ participation, or habits toward the service (Schneider and Bowen, 2010); valence or the factor of control of a service provider (Brady and Cronin, 2001;
Alexandris et al., 2004; evaluation of the immediate outcome of service (i.e. experience); and after-use benefits (Hu et al., 2009).

All these factors contribute towards the uniqueness of the nature of taking part in sport and fitness activities. Producing the fitness service (e.g. personal training sessions, group exercise classes and individual sessions in the gym) together with the service provider is the central activity of consumer in both public and private sector of sports centres. This represents the cooperative nature of participation in sport and fitness centres, where organizations and customers act together to create value (Prahalad and Ramaswamy, 2004; Vargo and Lusch, 2004). The service quality models that have evolved and have been developed to measure the service quality in the fitness industry are as follows:

1. SAFS - The Scale of Attributes of Fitness Services (SAFS) is a Scale that defines and describes the dimensions of fitness service with its elements that identifies the differences that may occur, if any, for example like gender, age and marital status etc for influencing membership in fitness centers. The SAFS was developed by Chelladurai et al., (1987). It is the first scale that examined the attributes of fitness attributes of fitness services. The scale consists of five dimensions which are professional, consumer, peripheral, facilitating goods, and goods and services.

2. QUESC – The Quality Excellence of Sports Centres (QUESC) is a 33 item scale developed by Kim and Kim (1995), it was based on a Korean sample to evaluate the service quality of sport centres. With the usage of the exploratory factor analysis (EFA), eleven dimensions were indicated, including employee, attitude, employee reliability, programs offered, ambience, information availability, personal considerations, price, privilege, ease of mind, stimulation and convenience.

3. SQFS - The Service Quality in Fitness Services (SQFS) was developed by the Chang and Chelladurai (2003) on the basis of a system perspective consisting of nine dimensions. These dimensions were interpersonal interactions, task interactions, programs, service climate, management commitment to service perceived service quality.

4. SQAS – SQAS is a service quality scale developed by Lam, Zhang and Jensen (2005) which was particularly evolved via the employment of accurate methodology for the fitness and health industry. Lam, Zhang and Jensen (2005) recommended that other researchers should
re-examine the SQAS using different samples to analyze further the factor structure. The comparison to another scale has been implied, “if the scale construction and specificity for the health- fitness setting, for connecting validity” (Lam, et al., 2005, p.106). Although the SQAS was designed to evaluate the perceived service quality in health and fitness clubs, it was later extended to include both the expectation and perception scores. It was also extended to properly serve the function of measuring the quality of both services and products provided at the fitness centres.

2.1.2 Wellbeing

Wellbeing can be defined as the way people feel and the way they function, both on a personal and social level, and it is also how people evaluate their lives as a whole (Michaelson, Mahony and Schifers, 2012). To have a better understanding, well-being refers to how people refer to emotions such as happiness or anxiety (Ryff, Magee, Kling, and Wing, 1999). It is how people function referring to things such as their sense of competence or their sense of being connected to those around them (Veenhoven, 1996). To have a better understanding, Ruff and Spinger in 1998 explained that emotions such as happiness or anxiety is how people feel and the manner in which people connect and sense to the surrounding around them is referred to as how people function.

Ryff and Keyes (1995) constructed criteria for assessing wellbeing, based on life span development, personal growth, and mental health. Based on the integration of the three topics, six criteria of psychological well being which is shown as follows:

1. Self acceptance- Having a positive attitude about one’s self and one’s life.
2. Positive relations with others- being able to make and maintain warm, satisfying, and trusting relations with others.
3. Autonomy- being independent, self-determining and internally regulated.
4. Environmental mastery- Being competent in managing the environment and making use of surrounding opportunities and supports.
5. Purpose in life- it is having goals and objectives for living, a sense of directedness and feeling there is meaning to life.
6. Personal growth- it is having feelings of continued development,
Wellbeing can be measured in people; if they function well, have positive feelings and think their lives are going well overall (Michaelson, Mahony and Schifers, 2012). It is worth pointing out that wellbeing is not exactly as happiness because only refers to how people are feeling moment-to-moment in their lives and it does not always tell us about how they evaluate their lives as a whole or about how they function in the world (Paluska and Schwenk, 2000). Wellbeing is much broader than moment-to-moment happiness, because it only includes happiness but also it measures how satisfied are people with their lives as a whole, and things such as the sense of control over their life and having sense of a purpose in life (Diener, 2000).

At the same time, Ryff in 1989 mentioned wellbeing covers more of happy feelings, recent research suggests that positive feelings like happiness can actually lead to better wellbeing overall. This is because positive feelings make people understand and broadens their minds to potential responses which may be challenging and build their personal resources and capabilities (Ryff et al 1995). Happiness cannot only be a goal for life, but it is itself a way to increasing people’s potential for doing well in life. There is a need to clarify well-being, to understand and separate the notion of wellbeing form the things that help to drive, or influence it (Zaultra and Hempel, 1984). Measuring wellbeing refers to how people are with themselves, their emotions, judgments and experiences (Goncalves and Diniz, 2015). The potential drivers of wellbeing on the other hand are external things such as income, housing, education and social networks and all of which influences how people feel and function (Pinquart and Sörensen, 2000).

Researches done by International Society Physical Activity and Health (2016) mentioned that people in Thailand have changed a lot in the past years, they have now become idle people who dislike walking and any form of exercise. They are becoming prone to the fact of sticking to do things the easiest way and seek for comfort all around them. From sitting idle in front of the television or swiping their mobile phones. Echoing to the recent study conducted by the Institute of Population and Social Research of Mahidol University (2016) the research has found that only 67.6% of Thai people are engaged in Physical activity and this resulted on a population of the country not having a healthy well being.

In the year 2010, in an article by the Asia news Monitor, Bangkok, it was mentioned that a healthy wellbeing has become a subject of attention in Thailand, as many corporate
managers are showing concerns towards the well being of staffs and hence a new opportunity for the health and fitness industry especially fitness centres have risen. Exercise in this era is not only about losing weight or building muscles, but also a long-term strategy for a healthy wellbeing, here, for businesses to retain people and strengthen company loyalty. Multinational companies have more knowledge and understanding about the importance of wellbeing of their employees. The high quality of life means that employees will be more productive, communicate better and finally lead to more profit for the entire nation.

In an aggregate report on well being conducted by the Euro barometer Qualitative Studies at the request of the European Commission, Directorate-General for “Communication, Research and Speechwriting Unit” in 2011 it was mentioned that Fitness and health was recognised as one of the major factor that contributes to wellbeing, good personal health and fitness was regarded as a very important influencing factor on wellbeing and respondents defined health in a number of ways. Health and fitness was seen as the absence of illness, suffering or any weakening or break with social life.

Cadilhac, Sheppard, Pearce, and Magnus (2011) found that reduction in physical inactivity led to improved health and wellbeing for individuals, as exercise affects a person’s level of energy, heart, fitness and physical shape, it has an influence on mental and physical health and helps one achieve goals in their lives. Most of the people who have a healthy wellbeing and positive approach to life, experience a positive experience in the fitness centres that they attend (Alexandris et al., 2004). Fitness is considered one of the leisure activities which serve a number of purposes, all of which contribute to well-being, and the more positive an individual is the more enjoyable going to the fitness centres will be (Theodorakis, Alexandris, Rodrigues and Sarmento, 2004).

2.1.3 Customer Satisfaction

In today’s competitive world, the way business is handled has changed so much as, manufacturer based market has become more of a customer-based market (Henning-Thurau and Hansen, 2000). Customers have become the most valuable resource that all kinds of businesses compete for (Zeithaml, 2000). Customer’s expectations and their experiences with a service and a product have directly influenced satisfaction (Rust, Inman, Jia and Zahorlik, 1999). For business, having the right kind of knowledge about customer satisfaction can help them improve their service towards their customers (Chen, 2004).
Customer satisfaction has been defined as the way customer’s response to the evaluation of the anticipated inconsistency between prior expectations (or some norm of performance) and the actual performance of the product as perceived after its consumption (Tse and Wilton, 1988).

Overall customer satisfaction is the function of the service to provide overall service quality (Woodside et al., 1989). Anderson et al., (1994) described overall customer satisfaction or aggregate customer satisfaction is an overall evaluation based on the total purchases and consumption experience with a good or service over a time. Customer satisfaction is also described as an emotional reaction to a product or service experience, it is influenced by the satisfaction with the product or service itself and with the knowledge about choosing the product (Spreng et al., 1996). Customer satisfaction is also defined as the degree of differences between customer’s consciousness of a product performance and their personal expectation (Kotler, 1998).

Sports and fitness centre are customer- oriented organizations. Gerson (1999) argued that a customer of a sport and fitness centre is satisfied whenever his/her needs, be it real or perceived are met or exceeded. While it is widely accepted by authors, practitioners and academicians that satisfying customers’ needs and wants is one of the most crucial issues for the success of sports organizations, there have been limited efforts to investigate empirically the concept of customer satisfaction within sport organizations (Chelladurai, 2006). Torkildsen (1993) argued that while the products are the facilities (e.g. squash courts) and the activities offered (e.g. aerobics), these are in fact the means of getting the real product, since the experience of participation is the unit of only exchange with customers.

Seto-Pamies in 2012 mentioned, if customers experience satisfaction through participation, they will purchase the services again. Hence, proper delivery of the service and products are important to obtain customer satisfaction in fitness centres

2.1.4 Customer Retention

Soderlund (2006) defined customer retention as the level of continuity in the customer’s relationship with a brand or service provider. The picture to understand customer retention is to understand how customers behaviour while purchasing a service or product, whether they repurchase the same product or not, and the frequency of attendance towards a service provider (Pritchard, Howard and Havitz, 1992).
Hoffman, G.M., and Ducker, P.F. (1975) claimed that the sole purpose of a commercial organization was to “create a customer”. However, retaining a customer has become solely as important, it is because it has become difficult for organizations to assume that there is an unlimited customer base prepared to maintain support (Kandampully and Duddy, 1999). Berry (1983) echoed similar views that in a highly competitive market, an organization’s success is immensely dependent on the ability it has to retain and increase its customer base.

Consequently, organizations are continuously finding themselves in situations in which they have to build and maintain customer retention systems (Strauss et al., 2001). This has resulted in many commercial organizations seeking to retain their at-risk customers and recover lost customers (Ang and Buttle, 2006). According to Jamieson (1994) the only meaningful strategies are those which place the highest priorities in retaining by building partnerships with existing customers. If the existing customers are retained effectively, the organizations will have years of revenue producing potential and are more likely to purchase new products and services that new customers (Jamieson, 1994). Weinstein (2002) stated that most organizations spend the majority of their time, energy and resources chasing new business, yet the retention of valued customers could be a source of advantage for an organization.

Customer retention is increasingly being seen as a significant issue since it is acknowledged that it costs less to retain customers than to acquire new customers (Ahmad and Buttle, 2002). Several researches concurs that the cost of retaining a customer is cheaper than the cost to acquire a new one (Ahmad and Buttle, 2004). The underlying premise is that, attracting customers is not enough but retaining the existing is essential. Kassim and Souiden in 2007 stated that retention is “the future propensity of the customers to stay with their service provider”. Additionally, customer retention was described as the percentage of customers at the beginning of the year that still remains at the end of the year (Buchanan and Gillies, 1990).

Customer retention has been researched from various perspectives in commercial organizations or service providers. Among these Ang and Buttle, (2006) and Ahmed and Buttle (2002) focused on customer retention management; Venetis and Ghauri (2004) examined the link between service quality and customer retention; Stauss et al., (2001) investigated retention effects of fitness and health clubs. While the precise meaning of
customer retention differs from one kind of industry to another (Aspinall, Nancarrow and Stone, 2001) there appears to be a general consensus that focusing on customers retention can yield several economic benefits (Dawkins and Reichheld, 1990). There are challenges in retaining customers and members in sports and fitness centres, because the problem to retain valued customers can be complicated as a result of the unbalanced information where the managers or staff of the fitness centre does not know the information for which to ask from the customers and the customers does not know what information to provide. When a fitness centre retains its customers, there are several benefits that it receives while doing so and some of the benefits are shown as follows (Buchanan and Gilles, 1990): -

1) The acquisition cost of a customer takes place only at the beginning of a relationship
2) The likelihood of long-term customers switching is low.
3) Long-term customers tend to be less- price sensitive.
4) Long-term customers are more likely to initiate referrals.
5) Long-term customers are more likely to purchase ancillary products and high margin supplemental products.
6) Long-term customers are cheaper to service because of their knowledge of the organization.

The argument of customer retention is relatively straightforward; it is more economical to keep existing customers than to acquire new ones (Reichheld and Kenny, 1990) and hence sports and fitness centres are increasingly optimising their marketing strategies to turn their focus on improving customer retention.

Customer retention is increasingly being seen as an important issue for managers as it is acknowledged that it cost less to retain customers than to acquire new customers in any type of company (Ahmad and Buttle, 2002). In fitness centres, the frequency of regularity and irregularity by members is vital for their retention as it positively impacts the profitability of the fitness centre (Ferrand, Robinson and Vallete (2010)).

Previously, members expectations were also related to retention through the services provided in fitness centres (Robinson, 2006). And this is supported by a result of a research done by Gonçalves in 2012 that resulted in a relationship between expectations and retention of fitness members. Besides customer satisfaction, it is also critical for fitness centres to have retention among its customers as it is for the continuous growth and success of this industry,
which relies on financial support provided by the customers (Hurley, 2004). Considering this, Reichheld and Teal (1996) mentioned that retention is a not just statistics but is it the key indicator that integrates the business aspect and measures how well a company creates value for its customers. Thus, customer retention is essential to the fitness centres’ profitability or more important than recruiting new customers, since it is less and less certain for fitness centres that there is unlimited potential customer base. (Ferrand, Robinson and Valette, 2010; Tally, 2008; Grantham, Patton, York, and Winick, 1998; Reichheld and Teal, 1996) and the cost of seeking new customers or members are larger than keeping those who are already members (Hurley, 2004; Dhurup and Surujlal, 2010; Power, 2008; Smith, 2014; Berné, Múgica and Yagüe M., 2001). Due to these evidences, retention has become a vital and interesting component for managers and this has given rise to activities based on keeping new and existing members for a longer period of time at fitness centres (Talley, 2008).

2.2 Review of related literatures

The researcher in this section reviews the related literature that shows the relationship between Service Quality Assessment Scale and Wellbeing with Customer Satisfaction, and also the relationship between customer satisfaction and customer retention. This section of the chapter displays the relationship of the various variables to one another to support the theories that the researcher has purposed to analyze and understand the study.

2.2.1 The relationships between Service Quality Assessment Scale (SQAS) and Customer Satisfaction

Service quality is described as the overall judgment of a service or product by the customer (Eshghi et al., 2008). It is also described that through service quality, if companies are able to deliver services with higher quality level it will supposedly resulting in increased customer satisfaction (Ghylin et al., 2008). Service quality has been recognized as one of the major elements that affect customer satisfaction and the optimal long-term profitability of an organisation (Mc Donald and Howland, 1998). It is because of good service quality that, fitness centres received customer’s who are satisfied with the service (Zeithmal, Berry and Parasuraman, 1996). The managers of the fitness centres are better at spending on keeping existing customers who are already satisfied than attracting new ones (Fornell, 1992; Fornell and Wernerfelt, 1987; and Sonnerberg, 1989). To satisfy customers, service quality has to meet or exceed the expectations of the members of the fitness centres (Stum and Thirty, 1991). Satisfied customers are most often repeat customers. When customers are highly
satisfied with the service of the fitness centre, it results in a better reputation of the fitness centre, which results in lower cost of attracting new customers, fewer resources devoted to handling and managing complaints, and more customer as referrals for attracting new customers (Anderson and Sullivan, 1993; Fornell and Wenerfelt, 1987; Garvin, 1988; Hallowell, 1996; Parasuraman, Zeithmal and Berry, 1988). Service quality has a strong influence on customer satisfaction (Lam et al., 2005). In the managerial standpoint, service quality is relevant and includes ‘managerial controllable aspects of the service delivery system’, satisfaction is the ‘evaluation reaction of the customer’ (Cooper et al., 1989).

Service quality is a method of measuring customer satisfaction (Jones et al., 2002). As, the service industry has been growing and new kinds and types of services have been established, there are new methods or scales that are there designed and conceptualised specifically for a certain industry to analyze customer satisfaction in a much detailed oriented approach. In the fields of recreation, sports and leisure management, academicians aim to conceptualize and measure the construct of service quality, so they can relate to service quality dimensions with customer satisfaction and understand their impact on customer satisfaction (Tsikari, Tsiotras and Tsiotras, 2006). The SQAS measures customer structure with respect to services offered in a fitness centre (Gürbüz, 2003; Aslan and Koçak, 2011; and Lam et al., 2005). Ko and Pastore (2004) described the meaning of quality as it is related to the concept that can vary under different circumstances; therefore it is necessary of service quality in relation to fitness centres.

Service Quality Assessment Scale has a relationship with customer satisfaction, as it measures the quality of the service in the fitness centre (Lam et al., 2005). SQAS is a new scale for service quality and it connects to customer satisfaction indirectly with the help of measuring the various levels of satisfaction on factors that are a part of the services provided by the fitness centre (Lam et al., 2005). SQAS was developed to measure customer satisfaction and examine the perception that customers have on service quality. SQAS has a number of merits over SERVQUAL in measuring satisfaction especially in the context of fitness centres as it includes the most important element ‘program’ which is the basic part of a fitness centre (Lam et al., 2005). SQAS is the only health-fitness service quality scale so far that is tested by Confirmatory Analysis, which measures the satisfaction of customers or members in a fitness centre based on the services offered (Fronman, 2001).
2.2.2 The relationship between well-being and customer satisfaction

With the growing awareness of the benefits of physical activity and getting fit which led to an end result of becoming healthy, the relationship between physical inactivity and risk factors has led to a larger involvement of people in the health and fitness industry (Cadilhac et al., 2011). This in turn has led to an increase in the number of fitness centres, programs for fitness and well-being awareness (Yee, Yeung and Ma, 2013). Hence, consumers seek for fitness centres and health clubs that can help customers to get their personal goals, and this has led for fitness clubs to interact with the target group of people to become satisfied with the program so they have a positive well-being (Nand et al., 2014).

Well-being is considered a pleasant feeling of the body and mind that combines satisfaction with life and happiness (Gonçalves and Diniz, 2015). When a customer is happy with his life and his surroundings with him, he is appreciates everything around him and that makes him a happy customer in the gym, he is more likely satisfied in his life and hence he is more likely to be satisfied in the gym centre (Yee et al., 2013). The relationship between well-being and customer satisfaction is that when a customer has a positive well-being, be it from wellbeing in life to well-being in fitness centres, he is happier and satisfied and hence well being has an effect on customer satisfaction (Gonçalves and Diniz, 2015).

Vazquez-Carrasco and Foxall in 2006 conducted a study that shows evidence that a happy customer is more likely to maintain an established relationship. The authors also explained how well-being describes a customers’ life is, depending on the fact on the satisfaction with life which leads to satisfaction in experiencing a service or product. When a customers’ wellbeing is full of positivity towards everything in life and the surrounding, it results to a positive effect on satisfaction in a fitness centre (Gonçalves and Diniz 2015). A positive well-being makes a customer feel accomplished at the fitness centre as compared to the expectations, this result in a satisfied customer (Diener and Chen, 2011).

Barros and Gonçalves in 2009 explained when the well-being of a customer is at a really positive level, this individual will be happy with the condition of life, and appreciate life and all the aspects of it. This resulted to a satisfied customer of the fitness centre, who does not change his choice of going to the gym and continues to enjoy the services from the same fitness centre he/she always had.
Diener, Lucas and Oishi (2002) reported that wellbeing and positive feeling have an impact on customer satisfaction, furthermore Barros and Gonçalves (2009) also acknowledged that a happier the customer is, and has a healthy and happy well-being, the more he will be satisfied at the fitness centre. Physical activity and well-being complement each other, and even though well-being arises from a complex set of factors, in the fitness industry the growth of the fitness customer into a well-being customer is a process of change over a lifetime (Nand et al., 2014). Consumers who were aware of physical fitness and a healthy well-being were also able to perceive their own well-being (Idea study, 2000). A customer who was more aware of well-being at the fitness centre evaluated experiences which were positive and this indicated satisfaction (Barros and Gonçalves, 2009). Well-being at the fitness centres have a strong relationship when it comes to satisfaction at the fitness centres, as these subjects are both focused towards exercise, happiness, healthy life, and a positive approach to well-being (Mc Auley et al., 2005).

2.2.3 The relationship between customer satisfaction and customer retention

The concept of retention in fitness centres is referred to as membership retention (Storbcka, Strandvik and Gronross, 1994). Retention is usually understood as a customers’ way of continuously enjoying to experience a service or a product from a particular company or firm, and in this context a fitness centre. When members or customers of a fitness centre continue to go to the fitness centre, and also renew their membership with the centre, this is considered as customer retention by managers, which is a fundamental for profitability of Gyms and health centres (Ferrand, Robinson and Valette, 2010). In order to have a high level of customer retention, managers need to understand their customers to acquire and retain their loyalty at the Gyms and Health centres (Green, 2005). Customer retention is influenced by customer satisfaction, as customers who are satisfied, are highly likely to continue the usage of the product and services from the fitness centres (Gonçalves and Diniz, 2015).

Customer satisfaction is defined as the positive high intensity on expectations, which implies customers develop some expectations about a service and product and if such expectations are not positive as expected, customers will be dissatisfied (Oliver, 1980). Dick and Basu (1994) viewed customer satisfaction as an affective antecedent of customer retention. If there is a high level of customer satisfaction towards a service or product in the gym, it would result to customer retention. A positive influence by customer satisfaction on customer retention will influence the level of membership and customer retention in the
fitness centre (Bolton, 1998; Fornell et al., 1996; Musa, 2005). Management tries to deliver adequate services to the members and customers of the fitness centre through several variables that could affect their retention behaviour and one of those variables is customer satisfaction (Alexandris et al., 2004). Several efforts have been contributed to understanding member and customer retention through the influence of satisfaction (Alexandris et al., 2004; Bodet, 2006).

Customer satisfaction is a direct positive factor on customer intention and this is a reference to a body of academic literature (Bodet, 2006; Goncalves, Biscaia, Correia and Diniz, 2014). Furthermore, Liu (2006) acknowledged that customer satisfaction has a moderate effect on retention, and fitness centres’ managers and staff need to be knowledgeable about their customer satisfaction to have optimum return on customer retention. There is an influence on a customers’ action towards repeating to go to a fitness centre depending on the level of satisfaction, which leads to retention (Chang and Chelladurai, 2003). There is an agreement with Robinson (2006) and Pedragosa and Correia (2009) describing the positive influence of customer satisfaction on customer retention in fitness centres. Customer satisfaction is one of the major elements that affects member retention and the long term profitability in a fitness centre (McDonald and Howland, 1998; Zethmal, Berry and Parasuraman, 1996). When fitness centres satisfy their members and provide services in order to meet or even to increase their member’s expectations, there is a rise in customer retention (Talley, 2008). From a marketing perspective, customer satisfaction with the products and services of a company is considered as the essential determinant of customer retention, and this finally leads to company’s success and long term competitiveness (Rust and Zahorik, 1993).

2.3 Previous studies

This section describes nine previous studies, which are related to Service Quality Assessment Scale, Well-being, Customer Satisfaction and Customer Retention. The researchers used secondary data, which are previous empirical researches and a summary of the previous researches will be shown in Table 2.1 at the end of this chapter.

The first study is by Gürbüz (2003) with the title “The reliability and validity of the Turkish version of the Service Quality Assessment Scale (SQAS -T)”. The second analysis is by Aslan and Koçak (2011) called “Service quality among sports and fitness centres of seven universities in Ankara.” The third study is by Caberl, Albarak and Ülger (2012) with “The
study on distinguishing service attributes for customer satisfaction by Dual mapping”. The fourth research is by Irene Goetzke and Spiller (2014) who conducted a research on “Health-improving lifestyles of organic and functional food consumers”. The fifth research is by Nard, Shrivastava and Vengupola (2014) who to studied “The relationship between physical fitness and wellbeing”. The research study is by Awad El-rafae (2012) with the title “The relationship between service quality, satisfaction and Behavioural Intention of Malaysian Spa centre customers”. The seventh study is by Avourdiadou and Theodorakis (2014) with the title “The development of loyalty among novice and experienced customers of sports and fitness centres”. The eighth analysis is by Gonçalves, Meirele and Carvalho in (2016) called “A research on consumer behavior in a fitness club” and lastly the ninth research is by Surujlal and Dhurup in (2011) with the title “Customer retention strategies in commercial health and fitness centers”.

The reliability and validity of the Turkish version of the Service Quality Assessment Scale (SQAS -T) was analyzed in this study by Gürbüz (2003). The purpose of this study was to test the reliability and validity of the Turkish version of the SQAS with customer satisfaction as a topic to analyse. The participants of this study consisted of 338 male (53.1%) and 298 female (46.9%) who were members of health and fitness clubs. The (CFA) confirmatory factor analysis was used to examine the factor structure of the SQAS instrument, which assess the service quality of fitness and health clubs. The result from this research was that all of the goodness of fit indices of both the expectation and perception model was admissible, with the perception model slight better than the expectation model. The composite reliability and variance extracted was also calculated for expectation and perception model. Analysis indicated that CR values were all above .70 for both service exceptional model (.74 to 100) and perception model (7.3 to 100). The variance extracted values with the exception of Child care were comparatively lower than the .05 standards. The present study demonstrates that the SQAS with six-factor model is reliable and a valid instrument to test service quality and understand customer satisfaction in fitness centres.

Aslan and Koçak (2011) conducted a research on the service quality among sports and fitness centres of seven universities in Ankara. The participants of this study consisted of 484 (149 female and 290 male) persons who were students, academics and administrative staffs attending fitness centres. In this study the Turkish version of the Service Quality Assessment Scale (SQAS-T) was used as a measuring technique to analyze the data that had been collected to validate if the Service quality assessment scale is actually reliability in testing
especially in the fitness industry. The Turkish version of the Service Quality Assessment Scale (SQAS-T) consists of five factor model with 34 items. These are staff (9 items), program (7 items), locker room (5 items), physical activity (13 items) and child care (6 items). The last factor-child care with 6 items was not included in this study. Since, this instrument was used in sport and fitness centres of university campus not in private sport and fitness centres, also because the questionnaire was distributed not only to adults but also to the students of universities. Removing of the last factor of the SQAS-T did not affect the reliability and validity of the instrument (Gürbüz 2003). The SQAS-T in this study consist of three parts: the first part is compiled of the demographic profile which has four questions, which are used to obtain information about participants, the second part consist of the service quality assessment scale, which includes 34 items and four subscales (staff with 9 items, program with 7 items, locker room with 5 items and facility with 13 items); and lastly the third part, it consists of two open-ended questions to evaluate the sport and fitness centres by the participants’ own sentences. Participants were asked to rate each item on a 7-point Likert scale ranging from 1 (the least important) to 7 (the most important) if the expected service part; and from 1 (poor) to 7 (excellent) in the perceived service part in the instrument. The results from this study indicated that service quality among sports and fitness centres of universities were satisfied with the services provided in the fitness centres in the universities and this indicated a usefulness of the SQAS tool in the study.

The study on distinguishing service attributes for customer satisfaction by Dual mapping was conducted by Caberl, Albarak and Ülger (2012). It was conducted to measure distinguishing service attributes in fitness centres to analyse customer satisfaction, and the Service Quality Assessment Scale (SQAS) was employed for finding out the structure of a fitness centre in Antalya, Turkey. The participants consisted of 93 females (55.8%) and 72 males (44.2%). The members were mostly at the age group of 30-50 years (59.9%) and the majority of the participants were employees (37.5%). The results from the dual mapping analysis showed that three constructs (‘staff’, ‘workout’ and ‘locker room’) have relatively more importance for customers and their influence on overall customer satisfaction is lower than other constructs.

Irene Goetzke and Spiller (2014) conducted a research on health-improving lifestyles of organic and functional food consumers. The purpose of this study was to analyze whether functional and organic food consumers have the same understanding of health, and which health and well-being improving lifestyles are characteristic to them. The data collection was
completed through an online survey of 500 German consumers and was conducted in November 2009. The participants were recruited randomly and selected by an online access panel provider. The respondents were 65% women and 29% men and were solely responsible for the purchase of household food (Max Rubner-Institut, 2008) the sample included the gender quota of 350 female (70 per cent) and 150 male (30 per cent) respondents. The age of the respondents ranged from 50 percent of participants were under 40 years and 50 percent 40 years and older. With the usage of the exploratory factor analysis, the six factors under wellness are described through Cronbach’s alpha values, Sport and Fitness (α 0.82), Spiritual balance and harmony (α 0.79), Beauty and appearance (α 0.75), Ritualized relaxation activities (α 0.70) have an acceptable reliability on health and well-being, whereas the two other Health care and disease prevention (α 0.62) and Stress management (α 0.58) are intermediate in this study. The results also indicate that organic and functional food consumers differ in their way of improving wellbeing and health. Functional food consumers differ in their way of improving wellbeing and health. Functional food consumers try to improve their wellbeing by using more passive strategies and cultivate a more passive lifestyle, whereas organic food consumers do this actively.

A research was conducted by Nard, Shrivastava and Vengupola (2014) to study the relationship between physical fitness and wellbeing. The objective of this study was to determine the level of physical fitness and wellbeing of tribal and non-tribal college going sports persons. The total number of respondents was 800, where 400 respondents were tribal and the 400 were non-tribal. The classification of the fitness category was into low and high. The results revealed that there is a significant difference between low, moderate and high physical fitness of the subjects. In conclusion, it can be said that there might be a relationship between physical fitness and psychological wellbeing of human subjects. Therefore, resulting on the fact that physical fitness has an affect on the wellbeing of a person and so does wellbeing has an affect on physical fitness.

Awad El-rafae (2012) conducted a research on the relationship between service quality, satisfaction and Behavioural Intention of Malaysian Spa centre customers. The population for this study is made out of all customers who make use of spa and wellness centres in West Malaysia, and a convenience sample of 1200 respondents were selected to obtain the required primary data. The respondents constituted of 59% male and 41% female, the age of the respondents ranged from 26-67 years. This study demonstrates that the service quality dimensions that has the most influence on overall customer satisfaction and revisit the
spa and wellness centres in Malaysia are those of empathy and tangibles. Their influence on customer satisfaction and behavioural intention can be represented as follows, Tangibles (β=.310, p=.00) and Empathy (β=.380, p=.00) followed by Reliability (β=.22, p=.00) and Responsiveness (β=.10, p=.00). Besides, the only dimension that was not found to play a significant role in predicting customer satisfaction and behavioural repurchase intention is that of assurance. These results will provide potential guidelines for spa managers who plan to attract customers to this highly competitive industry and enable them to formulate appropriate strategies for the future.

Avourdiadou and Theodorakis (2014) conducted a research on the development of loyalty among novice and experienced customers of sports and fitness centres, which examines the impact of service quality and customer satisfaction on customer loyalty and retention among novice and experienced customers in the context of sports and fitness centres. The respondents of the study were a total number of 426 customers of a public sports and fitness centre in Greece, of which 114 respondents were novice or customers who have attended the fitness centre for less than six months and 312 respondents represents the experienced customers who have attended the fitness centres for a maximum period of three years. The data collected from this research was analyzed and calculated with the Confirmatory Factor Analysis (CFA). The results indicated that service quality consistently affects overall satisfaction across both customer groups; Service quality is a major driver of customer loyalty only for novice customers, while overall satisfaction is a major driver of customers’ future behaviours; however its impact is significantly greater among experienced customers. These findings contribute positively to the understanding, that service quality and overall customer satisfaction are developed and these factors influence customer retention in different consumption stages.

A research on consumer behavior in a fitness club was conducted by Gonçalves, Meirele and Carvalho in 2016 where they analyzed the weekly frequency of use, expectations, satisfaction and retention in a fitness clubs. In the fitness industry, it is indispensable to understand the characteristics of faithful members, in order to act accordingly and appropriately with each segment. Accordingly, the weekly frequency, which a member goes to the gym, their expectations, satisfactions and retention are key to understand them. The data for this study was collected with the help of a sample which constituted with 146 members. The instrument was constituted by the sample characterization and questions were developed to understand the consumer behavior in fitness, which were
weekly frequency of use, expectations towards the services, customer satisfaction and customer retention behavior. Descriptive and inferential analysis was the method of statistical analyzing of the data, using the SPSS software. The results in this study were, the weekly frequency did not show the explanatory capacity to predict the satisfaction and retention. The relationship between expectations with satisfaction (73%) and retention (64%) was statistically significant. And finally the relationship between satisfaction and retention (63%) was positive and significant. The results indicated that fitness club managers must act to keep those members and customers who are less likely to remain, the ones who go less times in a week to the fitness club, but those who have a lower satisfaction of the services provided and hence consequently lower retention.

A research on customer retention strategies in commercial health and fitness centers was conducted by Surujjal and Dhurup in 2011. The sole purpose of this research was to identify strategies that are applied at commercial health and fitness organizations in Gauteng, South Africa. The methodology involved data collection by administering a questionnaire to a sample of commercial health and fitness centres managers and administrators. The results of this study indicated that most health and fitness centres implement various strategies to retain customers. Among the various strategies involved, improvement of service quality and providing the most updated equipment and technology emerged as the most used strategies. It is recommended that the managers and staffs of the health and fitness centres should communicate on a daily basis with their customers, since building a relationship with them, monitoring the benefits that they seek help to continually market those benefits back to them. The health and fitness club must continuously deliver good services if the requisite trust is to be established. In order to retain customers, it is important for managers to have in depth knowledge of what each individual wants and the capacity they have to continue to add value to the needs of the customers.
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<td>Analysis indicated that CR values were all above .70 for both service exceptional model (.74 to 100) and perception model (7.3 to 100).</td>
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<tr>
<td>The relationship between service quality, satisfaction and behavioral intentions of Malaysian Spa Centre Customers.</td>
<td>Awad El-refae, 2012</td>
<td>A Convenience sampling of 1200 respondents were selected to obtain the required primary data.</td>
<td>Service quality influence on customer satisfaction and behavioral intention can be represented as follows, Tangibles (β=.310, p=.00) and Empathy (β=.380, p=.00) followed by Reliability (β=.22, p=.00) and Responsiveness (β=.10, p=.00).</td>
</tr>
<tr>
<td>The development of loyalty among novice and experienced customers of sports and fitness centres.</td>
<td>Avourdiadou and Theodorakis, 2014</td>
<td>The Confirmatory Factor Analysis was used as a methodology to analyze the data collected from 426 respondents, who were customers and members of a public fitness and health centre in Greece.</td>
<td>Service quality is a major driver of customer satisfaction and loyalty only for novice customers, while overall satisfaction is a major driver of customers’ future behaviors. Service quality and overall customer satisfaction are developed and these factors influence customer retention in different consumption stages.</td>
</tr>
<tr>
<td>Customer behavior in fitness clubs, study of the weekly frequency of use, expectation, satisfaction and retention.</td>
<td>Gonçalves, Meireles and Carvalho, 2016</td>
<td>Data was collected with the help of a questionnaire which was distributed among 146 members.</td>
<td>The relationship between expectations with satisfaction (73%) and retention (64%) was statistically significant. And finally the relationship between satisfaction and retention (63%) was positive and significant.</td>
</tr>
<tr>
<td>Customer retention strategies in commercial health and fitness centres.</td>
<td>Surujlala and Dhurup, 2011</td>
<td>Data was collected by administering a questionnaire to a sample of commercial health and fitness centres managers and administrators.</td>
<td>Health and fitness centres implement various strategies to retain customers. Among the various strategies involved, improvement of service quality and providing the most updated</td>
</tr>
</tbody>
</table>
equipment and technology emerged as the most used strategies.
CHAPTER III  
Research Framework

In this chapter, the researcher details the theoretical framework, conceptual framework, hypotheses, and operationalization of the variables. The theoretical framework outlined in section 3.1, was drawn from previous researchers studying the impact of service quality variables, wellbeing and customer satisfaction has on Customer Retention. The conceptual framework for this study presented in section 3.2 was constructed by the researcher based on the theoretical frameworks. Section 3.3 lays out the hypotheses behind the conceptual framework. Finally, operationalization of the variables is summarized in section 3.4.

3.1 Theoretical Framework

In this study the researcher’s framework has been developed from three different previous studies. The first research model is ‘Analysis of member retention in fitness through satisfaction, attributes perception, expectations and well-being’, by Gonçalves and Diniz (2015), the second research model is ‘Service Quality Assessment Scale (SQAS): An Instrument for Evaluating Service Quality of Health–Fitness Clubs’ by Lam, Zheng and Jensen (2005), and the third and final research model is ‘Service Quality, satisfaction and loyalty in gymnasiums: A study from India’ by Bandyopadhyay (2016).

Based on the above mentioned theoretical frameworks, the research hypotheses are developed and the operationalization of the variables is presented in order to provide a clear picture of the research framework and all the related variables in the study and a detail explanation and also information about the three different previous studies that the researcher has taken to design this research conceptual framework will be presented as follows:-
Figure 3.1: The research model of the Service Quality Assessment Scale (SQAS): An instrument for evaluating Service Quality of Health-Fitness Clubs

Note:

S: Staff
P: Program
LR: Locker Room
PF: Physical Facility
WF: Workout Facility
CC: Child Care

Lam, Zhang and Jensen (2005) conducted this research to design and develop the Service Quality Assessment Scale (SQAS) to evaluate the service quality of health and fitness clubs. The researcher formulated this assessment scale specifically for the sole purpose of evaluating the service quality in the fitness industry. The research constituent’s two kinds of studies; the first study constitutes two tests to formulate the SQAS. The first test was the initial scale development and the second was the pilot testing.

In the initial scale development, there was a field observation in ten health–fitness clubs where in each club two groups of respondents were included for the first study; the first group of respondents was a focus group with seven respondents in 10 health-fitness clubs, where five respondents were members of a health and fitness club and 2 respondents were health and fitness club administrators and 15 health and fitness club members from various clubs and various activities were interviewed individually. The second groups of respondents were 15 top management people, e.g. owners, executive directors, program directors, general managers etc, who had been working in the health and fitness industry for at least 15 years participated in a modified Delphi technique. For the pilot testing, a total of 234 members of one health and fitness club were the respondents to a mail-out survey.

The second study included a testing revised SQAS with a new sample. The research instrument was a survey packet with information about the research and a 40-item SQAS. The sample size of study two was 1,202 members from 10 health and fitness clubs. The sample was divided randomly among Exploratory Factor Analysis (EFA) and the second half with Confirmatory Factor Analysis (CFA). The results from the two studies concluded with the formulation of six sub variables of SQAS through the EFA; Staff, Program, locker room, Physical Activity, Workout Facility and Child Care, and with the method of CFA, the six items were permissible for research.
Gonçalves and Diniz (2015) conducted the study to analyze member retention in fitness organizations; they investigated to have a better understanding to test to what extent does variables like service attributes, expectations, satisfaction, and well-being influence membership retention in fitness organizations. The target group of this research was members of a Portuguese Fitness network. The research instrument that was used for this research was a questionnaire which was delivered randomly to members of the network; it was either handed at the reception area or prior to group classes, and was later collected by the receptionist or instructors.
The total numbers of 2,845 questionnaires were distributed to members of a Portuguese Fitness network, out of which 2,762 were collected and only 2,250 were considered valid. The remaining 512 were considered void or invalid because of incorrect data entry or missing values. Finally, the sample size of this study was 2,250 members of a Portuguese Fitness network, whose membership stood 24,608 in 2008. The result of this research has been divided based on the basis of positive and negative influences of the variables on retention; with well-being at the Gym and Health Clubs (GHC) being the most influential affect on retention, followed by satisfaction which has a significant and direct influence on retention and expectation being the last variable which has a positive effect on retention. Service attributes with sub-variables; the facilities, equipment and human resource have a positive effect on retention but it has low values, whereas well-being in life has a negative influence on retention.

Figure 3.3: The research model of the Service Quality, Satisfaction and Loyalty in gymnasiums: A study in India.

Note:

D1, D2, D3 and D4 stands for various dimensions of service quality (assuming service quality as a four factor structure)

OS: Overall Satisfaction
L: Loyalty


Bandyopadhyay (2016) conducted a research to explore and understand the dimensions of service quality based on consumer perception in the context of fitness services provided by gymnasiums and also to investigate the relationship among service quality, loyalty and overall satisfaction of consumers from the fitness service. The researcher developed a 16-item instrument (SERGYM) to measure service quality in the two major gymnasiums which are located in four major cities of India; Bangalore, Delhi, Kolkata and Mumbai. The SERGYM was developed by modifying the SERPREF scale and examined the relationship of service quality dimensions with both loyalty and customer’s overall satisfaction with the gymnasiums.

The data had been gathered through a questionnaire from members of the gymnasiums, a total of 457 responses were collected out of which 30 responses were invalid as they were not in a usable condition and also suffered a response error. Finally, the sample size of this research was a total number of 445 responses.

The result of the above mentioned research is about exploring dimensions that can be used for service quality in gymnasiums, hence after complete analysis four dimensions emerged; reliability, customer-orientedness, convenience and ambiance. The research found that all the four service quality dimensions influence loyalty and overall customer satisfaction and that the dimension, reliability was found to have the highest influences on both loyalty and overall satisfaction.

### 3.2 Conceptual Framework

Theoretical models studied from the previous researches help form the basis for this study’s conceptual framework. The independent variables and intervening variable have been brought together, along with their relationship with the dependent variable. And to better understand between the relationships of the variables in this study, the researcher developed this conceptual framework.
**Figure 3.4:** The conceptual framework for this study modified from the three models depicted in Figures 3.1 to 3.3

Adapted from: Lam, Zhang and Jensen (2005), Gonçalves and Diniz (2015) and Bandyopadhyay (2016).

For this model, the variable Service Quality Assessment Scale (SQAS) is taken from Lam, Zhang and Jensen (2005) where the SQAS is developed to measure the quality of the service provided at fitness and health clubs. Further, the variables well-being and customer retention are adopted from Gonçalves and Diniz (2015) where the analysis of customer retention in fitness centres were analyzed through well-being. And lastly Customer satisfaction is adopted from Bandyopadhyay (2016), where the study analyzes the impact of service quality on customer satisfaction and loyalty.
The modified model consists of total four variables. The independent variables include Service Quality Assessment Scale which is consist of five sub-variables, namely; staff, program, locker room, physical facility and workout facility and well-being which consists of two sub-variables, namely; well-being in life and well-being in Gym and Health Clubs. The intervening variable in this study is customer satisfaction and the dependent variable is Customer Retention.

The eclectic framework illustrates a relationship between Service Quality Assessment Scale, wellbeing and customer retention. The researcher believes that the intervening variable customer satisfaction will best mediate the relationship between the independent variables and the dependent variable. The modified framework is considered to define the most relevant dimensions of customer retention. The objective of the modified framework is that the researcher will pose the hypotheses that will be the principal findings of this study.

### 3.3 Research Hypotheses

Apart from the conceptual framework, the researcher further developed three hypotheses to understand and analyze the relationship between the dependent and intervening variable, and also the relationship between the intervening variable and the independent variables. These hypotheses will test the significance of the relationship of the independent variables and intervening variable with the dependent variable which is customer retention.

Johnson and Kuby, (2008) described a hypothesis as an unproven proposition or presumption that conditionally explains certain facts and phenomenon. It is a recommendation which is not proven or an eventual solution towards a problem. Hypothesis statements give eventual answers to research questions. Hypothesis is usually regular and specific as compared to statements of problems; it also commonly reflects the actual research procedure and testing more closely. A hypothesis shows the relationship between two or even more variables, which are used in order to test the stated relations. The null hypothesis or \( H_0 \) states that the variables are independent and have no relationship. The alternate hypothesis or \( H_a \) states that the variables are related to each other and there is a relationship.

**Hypothesis 1**

\( H_{10} \): Service Quality Assessment Scale in terms of staff, program, locker room, physical facility and workout facility has no affect on customer satisfaction.
H1ₐ: Service Quality Assessment Scale in terms of staff, program, locker room, physical facility and workout facility have an affect on customer satisfaction.

**Hypothesis 2**

H2ₒ: Customer Well-being in terms of Well-being in Life and Well-being in Gyms and Health centers have no affect on customer satisfaction.

H2ₐ: Customer Well-being in terms of Well-being in Life and Well-being in Gyms and Health centers have an affect on customer satisfaction.

**Hypothesis 3**

H3ₒ: Customer satisfaction has no relationship towards customer retention.

H3ₐ: Customer satisfaction has an relationship towards customer retention.

**3.4 Operationalization of the variables**

Table 3.1 shows operationalization of independent variables and intervening variable helps the researcher define the variables, and to decide the operational components and the level of measurement to be used. All the variables in the study will be discussed in this study. The independent variables of Service Quality Assessment Scale (SQAS) and well-being and also intervening variable, customer satisfaction have all been defined and the operational components set and the level of measurement to be used has also been mentioned. The same has been done for the dependent variable of customer retention

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Conceptual Definition</th>
<th>Operational Component</th>
<th>Measurement scale</th>
</tr>
</thead>
</table>
|   | Service Quality Assessment Scale (SQAS) | Service Quality Assessment Scale is an instrument for evaluating service quality of health and fitness clubs. (Lam, Zhang and Jensen, 2005). | • Staff are willing to help.  
• Staff respond to complaints.  
• Staff give individual attention.  
• Staff have professional knowledge  
• Staff understand specific needs of their members. | Interval Scale |
<table>
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<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Program | | • There are a variety of programs available.  
• The programs start on time.  
• The membership fees are reasonable  
• The quality of the programs are good | |
|---|---|---|---|

| Locker room | | • The locker rooms are easily accessible  
• The lockers are clean  
• The locker rooms are secure and safe  
• Overall maintenance of the locker room is | |
| Physical Facility | • The fitness centre is easily accessible.  
• Parking is available for members.  
• The parking lot is safe and secure  
• The operating hours of the fitness centre is convenient |
|-------------------|--------------------------------------------------------------------------------------------------|
| Workout facility  | • The equipment at the fitness centre is modern  
• Exercise area are spacious  
• The equipment is in good condition  
• There are a variety of equipment |
| 2. Well- being    | A pleasant feeling of the body and mind that combines with the satisfaction towards life and happiness is defined as well-being. (Gonçalves and Diniz, 2015). Well-being is considered as an impact to be satisfied when combined with positive experiences in life. (Diener and Lucas, 2000) |
|                   | Interval scale |
| Well-being in life | • The conditions of my life are good  
• I would change nothing in my life  
• I am happy in my life  
• I have achieved personal goals in my life |
| Well-being in fitness centers | • I am happy exercising out in this fitness centre  
• I am accomplishing my desired goals in this fitness centre  
• I have a positive experience in this fitness centre  
• The program in this fitness centre helps me have a fit life |
| 3. Customer Satisfaction | Customer satisfaction is considered as an assessment as the sum of satisfactions towards various attributes of products and service.  
• I am satisfied with my decision to join this fitness centre  
• I am satisfied with the programs at this fitness centre | Interval Scale |
Customer satisfaction is directly determined by the perception of consumers towards services. (Bandyopadhyay, 2016)

- I am happy with my experiences in this fitness centre
- Overall satisfaction with this fitness centre specific customize

4. Customer Retention

Customer retention is considered as the loyalty that is positioned essentially in consumers’ repurchasing intentions and the positive word-of-mouth that is spread by the consumers to advocate the products and services to other consumers (Butcher, Sparks, and O’Callaghan, 2001). Customer retention is considered as the way of continuously enjoying a product or service from a particular company or brand (Gonçalves and Diniz)

- I am a committed member of this fitness centre
- I will continue to be a member of this fitness centre
- I say positive things about this fitness centre.
- I would refer this fitness centre to others

Interval Scale
Chapter IV

Research Methodology

Through this chapter the researcher will put forward the way the research will be conducted. The researcher will first explain the method used to carry out the study. The researcher will then explain how the respondents were selected and how the data were collected. The researcher would further explain the instruments used to conduct the research. Finally, the researcher will throw light on the method used to gather and analyse the data and the tools used to measure and check the reliability of the study being conducted.

4.1 Research Methodology

For this research, descriptive methodology is being used. The researcher has chosen this method to gather facts, in order to prove and remark different issues, which have been discussed. This chapter describes the specific procedures or techniques that are used to collect information and data in order to make business decisions. In addition, this step is used to investigate the information that is applied to understand the research problem. It may include publication research, interviews, surveys and other research techniques.

The researcher has selected descriptive type of research for the study as it designed to describe the characteristics of a population or phenomenon. More accurately, descriptive research is about describing about the people who are part of a study. This methodology collects information to answer the questions, which can be considered as the reason of action. Furthermore, descriptive method of research determines to answer to the questions; who, what, when and how. Descriptive research also helps in segmenting and targeting markets (Myers and Well, 2003).

The researcher has selected the survey method to collect data for the research. A survey method is a research method or a technique, in which information is gathered from a sample of people with the use of a questionnaire. This is a method of data collection based on communication (Zikmund et al., 2013).

On the contrary, the main purpose of using the survey method is to collect data from representative individuals by interviewing people face to face or filling out a questionnaire. The sample survey method was used in this research because it is considered the most
appropriate in this perspective. Furthermore, this research method is quick, economical, and efficient and reaches target groups for practical purpose.

The objective of the survey design is to obtain data to validate the relationship between the variables. There are two types of survey methods which can be used; these two survey methods are questionnaires and interviews. This is of course dependent on the use of effectiveness in the survey.

4.2 Sample Size and Sampling Procedures

The researcher will describe the method of selecting the respondents from the target population and the sampling procedure in this study. The methodology used to determine the respondents, the sampling method, the sample size and the target population will be explained by the researcher in this section. The researcher will firstly explain the target population followed by the sample size and finally the researcher will explain the sampling procedure.

4.2.1 Target population

Population is defined as an entire group of certain individuals, who share a set of a few common characteristics, which is highly significant to this study (Johnson and Kuby 2008). The researcher would like to study the various variables which affect the customer retention of the two fitness centres located in Lat Phrao district of Bangkok. The population of this research is composed both of male and female entities with variation in age, education and income level. The target population for this research is comprised both of local people residents, including foreigners.

A criteria to select the target population is that the respondents in consideration need to have at least an experience in one of the two fitness centres; namely Fitness First and Virgin Active fitness club.

The locations of the two fitness centres are as follows:

1. Fitness First is located at The Crystal Ramindra 213, 215 room no 314, Praditmanutham road, Lat Phrao, Bangkok 10230.

2. Virgin Active is located at Central Festival Eastville, soi 51-52, Praditmanutham 15, Khaweng Lat Phrao, Bangkok 10230.
4.2.2 Sample

A sample is considered as the subset or even parts or items of the complete population (Zikmund, 2003). A sample is used in order to find the results through a particular population with regards to the entire population. Furthermore, as mentioned above it is stated that a sample is supposed to be a subset of a larger population. The purpose of a sample is to enable researchers to estimate some unknown characteristics of the population, which represents the fundamental reason of the usage of a sample in this study. Zikmund (2003) also referred sampling as a procedure which uses a small number of items or parts of a whole population to make conclusions with regard to the whole population; it is understood to be a single part or groups of elements, which are subjected towards the choice of the sample. This is the reason why the researcher has chosen two fitness and health clubs with experienced customers and members in order to find the conclusion to this study.

4.2.3 Sampling Unit

Fisher, Buglear, Lowry, Mutch and Tansley (2010) described the sampling unit as a single element or group of elements which are subjected in the selection of the sample in a research. The main objective of sampling is to not allow the researcher to evaluate or estimate the diverse characteristics of the population, which are unknown. As a result of the above mentioned, sampling unit also focuses both on male and female individuals in different age groups, educational levels of the members or customers of two fitness centres located in the Lat Phrao district of Bangkok, Thailand.

4.2.4 Sample Size

Sample size is described as the number of cases or observations which are specifically estimated on the variance of the target population, the dimensions of the acceptable error and on the level of confidence (Fisher et al., 2013). The sample size of this study has been chosen by the researcher based on the previous studies. Lam, Zhang and Jensen (2005) conducted a research to develop a Service Quality Assessment Scale (SQAS) which is an instrument to measure service quality of health–fitness clubs. The data collected in this research was divided into two sample sizes, the first sample size was a total number of 234 members or customers of a fitness and health group and the second sample size was in total 1,202 members or customers of 10 health and fitness clubs.
Further, Gonçalves and Diniz (2015) conducted a research that analysed member retention in fitness through satisfaction, attributes perception, expectations and well-being, a total number of 2,250 members or customers of a Portuguese fitness network was the sample size for the data collected. And lastly, Bandyopadhyay (2016) studied the service quality, satisfaction and loyalty in gymnasiums: A study from India, where a total number of 445 members or customers of two major gymnasiums located in four major cities of India was the sample size for the data collection.

Comfrey and Lee (1992) suggested that the adequacy of sample size might be evaluated very roughly on the following scale: 50 –very poor; 100 – poor; 200 -- fair; 300 -- good; 500-- very good; 1000 or more –excellent.

Referring to the previous studies and the standard set by Comfrey and Lee, the researcher of this study is using 400 respondents as the sample size.

4.2.5 Sampling Procedure

The sampling frame of this study is the customers and also members of two fitness centres in the Lat Phrao district, Bangkok. The researcher of this study is using the non-probability sampling technique. A non-probability sampling technique is defined as a sampling technique in which the units of the sample are selected on the basis of personal judgement or convenience, where any of the members of the population is chosen to be unknown (Alan and Bell, 2015). In this assessment, the researcher uses three different techniques from the non-probability sampling technique in order to achieve the sampling unit. The three different non-probability sampling techniques are convenience sampling, quota sampling and judgemental or purposive sampling. The details of each technique will be mentioned as follows:

Convenience sampling is defined as a sampling procedure which refers to obtaining people or units that are conveniently available (Zikmund et al., 2013). In this study, the researcher will collect data based on the members and customers who have had an experience in the two fitness centres in the Ladprao area namely, Fitness First and Virgin Active.

Quota sampling is a non-probability sampling procedure which ensures the subgroups of a population which is presented in an appropriate characteristic to the exact extent the researcher desires (Zikmund et al., 2010). In this study, the researcher will divide the
sample size by 2, which will result in 200 respondents who will be members and customers from Fitness first, and the other 200 samples will be collected from Virgin Active.

Table 4.1: Sample size

<table>
<thead>
<tr>
<th>Fitness Centres</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitness first</td>
<td>200</td>
</tr>
<tr>
<td>Virgin Active</td>
<td>200</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
</tr>
</tbody>
</table>

Judgement or purposive sampling can be defined as a non-probability sampling technique which is the sample which is collected by an experienced individual who selects the sample size based on personal judgement about appropriate characteristics of the sample member (Myers and Well, 2003). In this study, the researcher will collect data from Fitness first and Virgin Active located in Lat Phrao, Bangkok.

The purpose of collecting the data from the two fitness centres located in Lat Phrao, is because both the fitness centres are located close to one another. The researcher is focusing on a bigger area which is a district, the researcher believes the sample of population will be larger and there kind of respondents who go to fitness centres will have similar kind of responses for both Fitness First and Virgin Active. The other purpose for selecting this location is because this location has a mix population of both Thai people and foreigners; thus the researcher will easily get to know the different opinions and experiences of local members and customers as well as foreigners of the two fitness centres in Lat Phrao.

4.3 Questionnaire

In this study, the researcher used survey as a research instrument by distributing questionnaires to collect data. The questionnaire consists of questions that have been
generated based on the conceptual framework that has been discussed in chapter three and also from previous studies. In this study, the researcher has divided the questionnaire into four parts. Part one is about the screening questions, where the questions are evaluated to fit the right respondents. Part two is all about evaluating the independent, intervening and dependent variables which consist of Service Quality Assessment Quality Scale (SQAS), Well-being, customer satisfaction and customer retention. Part three is about the demographic factors of the respondents and lastly part four is about the basic information of the respondents.

The questionnaire is prepared in English language and Thai language as the respondents are composed of local people and foreigners; this will help the customers and members of the two fitness and health clubs to understand the questionnaires accordingly. All the details of the questionnaire are explained as follows:

**Part I: Screening Question**

The screening questions consist of three questions, the first question consists of two alternatives “yes” and “no”. The screening question tool is a simple category scale. (Alan and Bell, 2015) defined the simple category scale as an attitude measurement scale, which contains of two response categories, such as “yes” or “no”. This question seeks to screen members and customers who have used the services of the two fitness centres located in the Lat Phrao area before. The second question consists of two choices that include the two fitness centres which respondents choose from.

**Part II: Independent variables, Intervening Variables and Dependent variables.**

This study has two independent variables, which are SQAS and Well-being, SQAS has five sub-variables which are staff, program, locker room, physical facility and workout facility. Well being has two sub-variables and they are well being in life and well being in gyms and health clubs. Each variable has a different number of questions. The questions for SQAS were adopted from Lam et al.,(2005), Chih-Chen (2007) and Senakham (2008) the first sub-variable of SQAS, Staff has five questions, the second sub-variable, program has four questions, the third sub-variable, Locker room has four questions, the fourth sub variable has four questions and the fifth sub-variable has four questions. The questions for the second independent variable well-being were adopted from Gonçalves and Diniz (2015) the first sub-variable of well-being, well-being in life has four questions and the second sub-variable well-
being in the Gym and health clubs have four questions. A Likert scale is used for answering the above questions.

The intervening variable in this study is customer satisfaction; this variable has four questions which are adopted from Lim (2006), Avourdiadou and Theodorakis (2014) and Hu et al., (2009) and other previous studies. The questions for this intervening variable will also be measured through a five–point Likert scale.

The dependent variable of this study is one part, which is customer retention. As mentioned above each variable has a different number of questions. Customer retention has four numbers of questions which were adopted from Lim (2006) and Avourdiadou and Theodorakis (2014). Similarly, the questions for the dependent variable are also based on five –point Likert scale.

The researcher designs the five-point Likert scale for all questions, with the answers ranking from “strongly disagree” to “strongly agree” in order to measure the results. The Likert scale can be defined as a measure of attitude designed to allow respondents to rate how strongly they agree and disagree to questions, with careful constructed statements, ranging from very positive to very negative attitudes (Fisher et al., 2010).

The Likert scale is used beneficially to assess preferences, attitudes as well as personal reactions. In this study, the Likert-scale is a five point scale which is used to allow the respondents to express how much he or she disagrees with a particular statement. The Five-point Likert Scale applies the interval scale that not only arranges objects or alternatives according to their magnitudes but also differentiates the order of arrangement in units of equal intervals (Zikmund et al., 2013).

The Likert –scale measurement is presented as follows:

1 = Strongly Disagree

2 = Disagree

3 = Undecided

4 = Agree

5 = Strongly Agree
**Part 1: Service Quality Assessment Scale**

This variable has twenty-four questions in total and is applied by five point Likert Scale from 1 to 5 (1= strongly disagree and 5 = strongly agree).

**Part 2: Wellbeing**

This variable has ten questions and they are applied by five point Likert Scale from 1 to 5 (1= strongly disagree and 5= strongly agree).

**Part 3: Customer Satisfaction**

This variable has nine questions and they are applied by a five point Likert-scale from 1 to 5 (1= strongly disagree and 5= strongly agree).

**Part 4: Customer Retention**

This variable has eleven questions and they are applied by a five point Likert-scale from 1 to 5 (1= strongly disagree and 5= strongly agree).

All of the collected data of convenience sampling will be functional in this method; the researcher will ask the respondents of the two fitness centre to answer the questionnaire. The researcher will get the responses from the customers and members not only in a yes or no, but rather allowing the respondents to express their level of opinion. Therefore the researcher will obtain quantitative data, which implies that the data can be analyzed with easiness.

**Part III: Demographic Factors**

Demographic factors consist of four parts, which are gender, age, education and income level. Firstly, there are two alternatives for gender, Male and Female. Secondly, there are four alternatives for age, which are below 21 years old, 21-30 years old, 31-40 years old and 40 years and above. Thirdly, there are four alternatives for the educational level which are Senior High School, Bachelor Degree, Master Degree and Doctoral degree. Lastly, there are four alternatives for the income level, which are less than 20,000 baht, 20,001 baht to 30,000 baht, 30,001 baht to 40,000 baht, 40,001 baht to 50,000 and 50,001 baht and above. All questions apply to the category scale, which is an attitude scale consisting of several
response categories in order to provide the respondent with alternative rating (Zikmund et al., 2013).

**Part IV: Basic information**

Basic information in a part of the questionnaire which includes five parts, the first question about the usage of personal trainer services, followed by the second question which asks the purpose of using the fitness centre for a respondents to choose from and it includes six choices, namely; enhance fitness stage, increase body mass, control bodyweight, medical reasons, relaxation and social interaction, this question is a multiple response question as the respondents can choose more than one answer.

The third question is information about the length of membership a respondent has, with five alternatives for respondents to choose from, namely; 0-3 months, 4-6 months, 7 to 9 months, 10 to 12 months and more than 12 months. Fourthly, the frequency of visit to the fitness centres which includes four alternatives for a respondent to choose from, 0-1 day per week, 2-3 days per week, 4-5 days per week and lastly 5 days or more per week. Lastly, the last question under basic information is about the time duration each respondent takes for a visit to the fitness centre, the respondents has to choose from four choices and they are; less than 1 hour, 1 hour, 2 hours and more than 2 hours.

**4.4 Pre-tests**

Pre-test are there to screen or test the wordings of the questions in the questionnaire, to check whether the questionnaire is going to be understandable by the respondents; therefore a pre-test is an absolute requirement. Pre-testing is a screening procedure that involves a group of respondents, with the motive to find the qualified problems in the questionnaire design or instruction (Zikmund et al., 2010). The Pretesting process helps the researcher to establish whether the respondents have any confusions or misunderstandings and cannot exactly understand the questionnaires and whether there are any unclear, uncertain and ambiguous or even biased questions (Zikmund et al., 2013). Basically, a pre-test is a trial run with a smaller group of respondents in order to determine the problems in the questionnaire.

The researcher conducts a pre-test in order to check the reliability of all the variables by allocating 40 questionnaires to the respondents who have had experiences in any of the two Fitness centres located in the Lat Phrao area regarding its services and facilities. The pre-test
will also check the reliability regarding their personal well-being and if they are overall satisfied as a member and customer in the two fitness centres. Hence, possible mistakes can be found and corrected, which decreases the bias communication between the researcher and the respondents.

4.5 Reliability-test

Zikmund et al.,(2010) defined reliability as the degree of measuring internal consistency, where the measurements are free from inaccuracy or errors in order to aim a consistent result. In this study, the Cronbach’s coeffient alpha scale has been used in order to proof the reliability of the questions and the questionnaire as a whole. Proceeding to the above, it would increase when the correlations between the items increase. All the distinctive variables of this study are tested to be reliable only in case Cronbach’s alpha levels are more than or equal to 0.6 and seen as unreliable in case the result is less than 0.6. Table 4.1 shows the result of the reliability test.

Table 4.2: Result of Reliability-test

<table>
<thead>
<tr>
<th>Items</th>
<th>No. of statements</th>
<th>Reliability (α)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SQAS Staff</td>
<td>5</td>
<td>0.843</td>
</tr>
<tr>
<td>SQAS Program</td>
<td>4</td>
<td>0.803</td>
</tr>
<tr>
<td>SQAS Locker Room</td>
<td>4</td>
<td>0.820</td>
</tr>
<tr>
<td>SQAS Physical Facility</td>
<td>4</td>
<td>0.809</td>
</tr>
<tr>
<td>SQAS Workout Facility</td>
<td>4</td>
<td>0.723</td>
</tr>
<tr>
<td>Well Being in Life</td>
<td>4</td>
<td>0.879</td>
</tr>
<tr>
<td>Well Being in Fitness Centres</td>
<td>4</td>
<td>0.906</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>4</td>
<td>0.894</td>
</tr>
<tr>
<td>Customer Retention</td>
<td>4</td>
<td>0.767</td>
</tr>
</tbody>
</table>

4.6 Collection of Data

In the latitude of this research, the researcher applies to use primary data as well as secondary data. Primary data are a collection of information done directly by the researcher through the use of surveys, interviews, focus groups or observation, the data collected in is tailored to the researcher specific needs (Ritchie and Crouch, 2003). Primary data provides the researcher with accuracy and up-to-date data.
The data are gathered by asking respondents to fill in the questionnaire. The respondents in this research are both male and female members of two fitness centres located in Lat Phrao they are the members and customers who have experiences with the two fitness centres, namely, Fitness First and Virgin Active. The questionnaires will be circulated to a sample of 400 respondents. This survey was conducted from the 15 of January to the 15 of February, 2017 and the timings were in the morning and evening because these are the peak hours, when people have free time, usually for school or university students and working class people.

On the contrary, secondary data can be defined as data that have been previously collected for some purpose other than the one at hand (Zikmund et al., 2010). The secondary data for this study are collected from textbooks, journals, articles, newspaper, previous studies and internet journals. Amongst all the kinds of data, secondary data can help the researcher to find new thoughts and perspectives on a research.

**Table 4.3: Data Collection Schedules for Fitness First**

<table>
<thead>
<tr>
<th>Days</th>
<th>Collecting Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>8:00 am – 10:00 am / 18:00pm-21:00 pm</td>
</tr>
<tr>
<td>Tuesday</td>
<td>8:00 am – 10:00 am / 18:00pm-21:00 pm</td>
</tr>
<tr>
<td>Wednesday</td>
<td>8:00 am – 10:00 am / 18:00pm-21:00 pm</td>
</tr>
<tr>
<td>Thursday</td>
<td>8:00 am – 10:00 am / 18:00pm-21:00 pm</td>
</tr>
<tr>
<td>Friday</td>
<td>8:00 am – 10:00 am / 18:00pm-21:00 pm</td>
</tr>
<tr>
<td>Saturday</td>
<td>9:00 am – 11:00 am / 18:00pm-20:00 pm</td>
</tr>
<tr>
<td>Sunday</td>
<td>9:00 am – 11:00 am / 18:00pm-20:00 pm</td>
</tr>
</tbody>
</table>

**Table 4.4: Data Collection Schedules for Virgin Active**

<table>
<thead>
<tr>
<th>Days</th>
<th>Collecting Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>8:00 am – 10:00 am / 18:00pm-21:00 pm</td>
</tr>
<tr>
<td>Tuesday</td>
<td>8:00 am – 10:00 am / 18:00pm-21:00 pm</td>
</tr>
<tr>
<td>Wednesday</td>
<td>8:00 am – 10:00 am / 18:00pm-21:00 pm</td>
</tr>
<tr>
<td>Thursday</td>
<td>8:00 am – 10:00 am / 18:00pm-21:00 pm</td>
</tr>
<tr>
<td>Friday</td>
<td>8:00 am – 10:00 am / 18:00pm-21:00 pm</td>
</tr>
<tr>
<td>Saturday</td>
<td>9:00 am – 11:00 am / 18:00pm-20:00 pm</td>
</tr>
</tbody>
</table>
4.7 Statistical Treatment of Data

Once the data is collected from the respondents, it is important for the data to undergo through a model of statistical treatment in order to understand the information collected through the questionnaire to draw conclusions. As collecting the data is important, it is equally as important to treat raw data collected to draw conclusions. The data were analysed through statistical software, which is Statistical Package for the Social Sciences (SPSS). SPSS will create a summary of the data collected and the researcher will be able to illustrate the outputs as required. After collecting the data from 400 copies of the questionnaires, the data were entered into the SPSS program for the calculation and evaluation. The type of data presentation from the steps would also be presented in a simple interpreted format.

4.7.1 Descriptive Statistics

Descriptive statistics can be defined as the summarisation and description of the data in a simpler and understandable style, it is the process of reorganizing, ordering and controlling the raw data that had been gathered for the research, so it could be easily understood and interpreted (Bryman and Bell, 2015). In this research, the descriptive analysis includes the gender, age and educational level of the respondents. The criterion of the population in this study has been summarized and interpreted by the researcher using descriptive analysis.

4.7.2 Inferential Statistics

Inferential Statistics is the usage of statistics to project the characteristics from a sample to an entire population. It helps the researcher to establish a conclusion or interpret something about the population based on a sample of the population (Zikmund et al., 2013). In this study, the researcher uses the Multiple Linear Regression analysis to test two hypothesis and Pearson Correlation Coefficient analysis to test one hypothesis. These analyses will be described as follows:

4.7.2.1 Multiple Linear Regression analysis (MLR)

Multiple Linear Regression analysis (MLR) can be defined as an analysis of association in which the effects of two or more independent variables on a single variable is investigated simultaneously, with the usage of an interval-scale (Zikmund et al., 2013). It is
considered as a development of simple regression analysis allowing one dependent variable to be predicted by multiple independent variables. It is also referred to a technique which is utilised to model the linear relationship between a dependent variable and one or more independent variables by fitting a linear equation to explore data. It is a statistical technique that uses several explanatory variables to estimate the result of a response variable.

The objective of Multiple Linear Regression is to demonstrate the relationship between the explanatory and response variables. In this linear regression model, every value of independent variables is associated with a value of the dependent variables (Thompson and Lowthian, 2011).

Multiple regression analysis is an expansion of bivariate regression which allows for simultaneous investigation of the impact of two or more independent variables on a sole interval scaled dependent variable (Morgan et al., 2004). In this research, the multiple linear regression model is proposed as:

\[ Y(\hat{ }) = a + b_1X_1 + b_2X_2 + b_3X_3 + \ldots + b_nX_n \]

Where:

\( Y(\hat{ }) \) = dependent variable

\( a \) = Constant term, or Y-axis intercept

\( b_1-b_n \) = Regression coefficient to be estimated

\( X_1 \) = First independent variable

\( X_2 \) = Second independent variable

\( X_3 \) = Third independent variable

\( X_n \) = \( n \)th independent variable

The results of multiple regression analysis will be tested for multicollinearity. Multicollinearity exist when there is a pair of high correlated variables which are used together in a model (Field, 2000). The multicollinearity problem reduces the impact of highly correlated individual independent variables (Pindyck and Rubinfeld, 1998). The Variance Inflation Factor (VIF) will be used to detect multicollinearity in this study, the rule of thumb is that the VIF of a variable exceeds 10, there is a multicollinearity problem. Gujarati and
Porter (2009) stated multicollinearity is a substantial sample problem, therefore, there is no solution except to exclude variables known to be correlated through previous studies or which are found to be highly correlated using the VIF value. Multicollinearity can be accounted for by transforming the data into first difference or by adding with a lesser degree of correlation (Gujarati and Porter, 2009).

4.7.2.2 Pearson Product-moment Correlation Coefficient

Pearson Product-moment Correlation Coefficient or Pearson Correlation can be described as a statistical technique of measurement of the co-variation or association, between at least two interval variables (Zikmund et al., 2010). In this study, the researcher uses the Pearson Correlation which is the most commonly used statistical tool measure the variables. The Pearson Product-moment correlation coefficient is assigned as \( r \), population is referred to as “\( r \)” or sometimes by “Pearson’s \( r \)” when samples are measured. As the researcher is using a sample in the study, the researcher would be using, “Pearson’s \( r \)”.

Pearson Product moment correlation (\( r \)) shows how strongly the two variables are related. The data collected must be normally distributed. The data collected should be bivariate and similar variances should exist in the two sets. Correlation coefficient is calculated using the below formula:-

\[
\begin{align*}
    r &= \frac{\sum xy - \frac{\sum x \sum y}{N}}{\sqrt{\left(\sum x^2 - \frac{(\sum x)^2}{N}\right)\left(\sum y^2 - \frac{(\sum y)^2}{N}\right)}} \\
\end{align*}
\]

Where,

\( r = \) the correlation coefficient between X and Y

\( x = \) independent variables (Service Quality Assessment Scale and Wellbeing)

\( y = \) dependent variable (Customer Retention)

\( N = \) the sample size (400 respondents)
The correlation value ($r$) ranges between +1.0 and -1.0 which indicates the relationship as strongly positive or strongly negative. No relationship exists between the two variables if the correlation value ($r$) is zero. The table 4.3 shows the degree levels of the correlation coefficient.

**Table 4.5: Correlation $r$-value and the measure of the strength of association.**

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Perfect positive liner association</td>
</tr>
<tr>
<td>0</td>
<td>No linear association</td>
</tr>
<tr>
<td>-1</td>
<td>Perfect negative linear association</td>
</tr>
<tr>
<td>0.90 to 0.99</td>
<td>Very high positive correlation</td>
</tr>
<tr>
<td>0.70 to 0.89</td>
<td>High positive correlation</td>
</tr>
<tr>
<td>0.40 to 0.69</td>
<td>Medium positive correlation</td>
</tr>
<tr>
<td>0 to 0.39</td>
<td>Low positive correlation</td>
</tr>
<tr>
<td>0 to -0.39</td>
<td>Low negative correlation</td>
</tr>
<tr>
<td>-0.40 to -0.69</td>
<td>Medium negative correlation</td>
</tr>
</tbody>
</table>
-0.70 to -0.89  
High negative correlation  

-0.90 to -0.99  
Very high negative correlation  

4.7.2.3 Hypotheses Testing Rule

The null hypothesis (H₀) is rejected when the P value of the two tailed test conducted is less than 0.05. The null hypothesis (H₀) cannot be rejected if the P value of the two tailed test conducted is greater than 0.05.

Table 4.6: Hypotheses and Statistical Design

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Statistical Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₁₀: Service Quality Assessment Scale in terms of staff, program, locker</td>
<td>Multiple Linear</td>
</tr>
<tr>
<td>room, physical facility and workout facility has no affect on customer</td>
<td>Regression</td>
</tr>
<tr>
<td>satisfaction.</td>
<td></td>
</tr>
<tr>
<td>H₂₀: Customer Well-being in terms of Well-being in Life and Well-being</td>
<td>Multiple Linear</td>
</tr>
<tr>
<td>in Gyms and Health centres have no affect on customer satisfaction.</td>
<td>Regression</td>
</tr>
<tr>
<td>H₃₀: Customer satisfaction has no relationship towards customer retention.</td>
<td>Pearson’s Correlation</td>
</tr>
</tbody>
</table>
Chapter V

Presentation of data and critical discussion of results

In this chapter the researcher describes the results which have been obtained after the primary data collection from the representative sample of the target population in the locations selected, Fitness First and Virgin Active fitness centres in Lat Phrao district of Bangkok, Thailand. The investigator analyses the collection of data from a sample of 388 respondents out of 400 total surveys. The data are interpreted and evaluated by using the Statistical Package for the Social Science or SPSS software. This chapter consists of four parts. Part one is about descriptive analysis, which gives an insight about the demographic factors and basic information of the respondents. Part two is concerned with reliability analysis of the research instruments, which shows whether the questions are reliable. Part three of the research is concerning inferential analysis in order to test the hypotheses by using Multiple Linear Regression and Pearson Correlation Co-efficient. Part four is a summary of the hypotheses testing.

5.1 Descriptive Analysis

Zikmund (2003) stated that descriptive analysis is used in order to quantitatively summarize and transform a group of raw data to achieve an overall understanding and interpretation about a population or sample. The raw data are described or classified by calculating averages, frequency and percentage. This section consists of two parts; the first part consists of demographic characteristics of respondents, which are gender, age, education level and income level and the second part consists of basic information of respondents which are, purpose of visiting the fitness centres, use of personal trainer services, length of membership, frequency of visits, and length of stay in each session.

Part I: Analysis of Demographic characteristics of respondents:

Table 5.1. The Analysis of Gender using Frequency and Percentage

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>222</td>
<td>57.2</td>
<td>57.2</td>
<td>57.2</td>
</tr>
<tr>
<td>female</td>
<td>166</td>
<td>42.8</td>
<td>42.8</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Table 5.1 shows that the higher percentage of respondents’ gender is 57.2% (222) of male respondents and 42.8% (166) of female respondents. This illustrates that in this research, the male participants are more in number than female participants.

Table 5.2 The Analysis of Age Levels using Frequency and Percentage

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>below 21</td>
<td>34</td>
<td>8.8</td>
<td>8.8</td>
<td>8.8</td>
</tr>
<tr>
<td>21-30</td>
<td>207</td>
<td>53.4</td>
<td>53.4</td>
<td>62.1</td>
</tr>
<tr>
<td>31-40</td>
<td>112</td>
<td>28.9</td>
<td>28.9</td>
<td>91.0</td>
</tr>
<tr>
<td>40 above</td>
<td>35</td>
<td>9.0</td>
<td>9.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>388</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Based on the results from Table 5.2, the researcher found that the highest percentage of respondents’ age is 53.4% (207) of the age group 21 to 30 years old. The second largest percentage of respondents’ age is 28.9% (112) of the age group 31 to 40 years old. Others are 9.0% (35) of respondents above 41 years and the smallest percentage of 8.8% (34) of respondents of the age 20 below respectively.

Table 5.3 The Analysis of Education Levels using Frequency and Percentage

<table>
<thead>
<tr>
<th>Education</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school or less</td>
<td>7</td>
<td>1.8</td>
<td>1.8</td>
<td>1.8</td>
</tr>
</tbody>
</table>
Table 5.3 indicates that the highest percentage of respondents’ education level is 50.8% (197) respondents with a Masters degree, followed by 36.9% (143) with a Bachelor degree. The second lowest percentage is 10.6% (41) respondents with a Doctoral degree and lowest is 1.8% (7) respondents who are in high school or less.

Table 5.4 The Analysis of Income Levels using Frequency and Percentage

<table>
<thead>
<tr>
<th>Income level</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 20,000 baht</td>
<td>84</td>
<td>21.6</td>
<td>21.6</td>
<td>21.6</td>
</tr>
<tr>
<td>20,001 baht to 30,000 baht</td>
<td>172</td>
<td>44.3</td>
<td>44.3</td>
<td>66.0</td>
</tr>
<tr>
<td>30,001 baht to 40,000 baht</td>
<td>59</td>
<td>15.2</td>
<td>15.2</td>
<td>81.2</td>
</tr>
<tr>
<td>40,001 baht to 50,000 baht</td>
<td>34</td>
<td>8.8</td>
<td>8.8</td>
<td>89.9</td>
</tr>
<tr>
<td>More than 50,001 baht</td>
<td>39</td>
<td>10.1</td>
<td>10.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>388</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
Table 5.4 indicates that the highest percentage of respondents’ income is 44.3% (172), followed by 21.6% (84). The third lowest percentage is 15.2% (59) followed by 10.1% respondents (39) as the second lowest percentage and the lowest is 8.8% respondents (34).

Part II : Analysis of Basic Information of Respondents:

Table 5.5 The Analysis of Use of Personal Trainer Services using Frequency and Percentage

<table>
<thead>
<tr>
<th>Use of Personal trainer services</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>yes</td>
<td>240</td>
<td>61.9</td>
<td>61.9</td>
<td>61.9</td>
</tr>
<tr>
<td>no</td>
<td>148</td>
<td>38.1</td>
<td>38.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>388</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 5.5 indicates the highest percentage is 61.9% (240), which represents the number of respondents using personal trainer services at the two fitness centres and 38.1%(148) represents the number of respondents who do not use personal trainer services in the two fitness centres.

Table 5.6 The analysis of purpose of visiting the fitness centres using frequency and percentage

<table>
<thead>
<tr>
<th>Purpose of visiting the fitness centres</th>
<th>Responses</th>
<th>Percent of Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Percent</td>
</tr>
<tr>
<td>Enhance fitness stage</td>
<td>265</td>
<td>32.0%</td>
</tr>
<tr>
<td>Increase body mass</td>
<td>54</td>
<td>6.5%</td>
</tr>
<tr>
<td>Control body weight</td>
<td>200</td>
<td>24.2%</td>
</tr>
<tr>
<td>Medical reasons</td>
<td>34</td>
<td>4.1%</td>
</tr>
<tr>
<td>Relaxation</td>
<td>171</td>
<td>20.7%</td>
</tr>
<tr>
<td>Social interaction</td>
<td>104</td>
<td>12.6%</td>
</tr>
</tbody>
</table>

Multiple Responses<sup>a</sup>
a. Dichotomy group tabulated at value 1.

Table 5.6 indicates that the highest percentage of respondents’ purpose of using the fitness centres is 32.0% (265) respondents whose purpose is to enhance fitness stage, followed by 24.2% (200) who are respondents with a fitness goal to control body weight. The third highest percentage is 20.7% (171) respondents who come to the fitness centres for relaxation, followed by 12.6% (104) respondents who come to the fitness centre for social interaction. The second lowest percentage is 6.5% (54) respondents with fitness goals to increase their body mass and lastly the lowest percentage is 4.1% (34) representing respondents who come to the fitness centres with medical reason as their sole fitness purpose.

Table 5.7 The Analysis of the length of membership using Frequency and Percentage

<table>
<thead>
<tr>
<th>Length of membership</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 3 months</td>
<td>33</td>
<td>8.5</td>
<td>8.5</td>
<td>8.5</td>
</tr>
<tr>
<td>4-6 months</td>
<td>65</td>
<td>16.8</td>
<td>16.8</td>
<td>25.3</td>
</tr>
<tr>
<td>7-9 months</td>
<td>88</td>
<td>22.7</td>
<td>22.7</td>
<td>47.9</td>
</tr>
<tr>
<td>9-11 months</td>
<td>90</td>
<td>23.2</td>
<td>23.2</td>
<td>71.1</td>
</tr>
<tr>
<td>more than 12 months</td>
<td>112</td>
<td>28.9</td>
<td>28.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>388</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 5.7 shows that the highest percentage of respondents with the longest length of membership is 28.9% (112) for more than 12 months; the second highest percentage is 23.2% (90) for 9 to 11 months, followed by the third highest percentage, which is 22.7% (88) for 7 to 9 months. The fourth highest percentage is 16.8% (65) for respondents having a membership for 4 to 6 months. The lowest percentage of respondents is 8.5% (33) for respondents with a membership of less than 3 months.
Table 5.8. The Analysis of frequency of visits by members in a week using Frequency and Percentage

<table>
<thead>
<tr>
<th>Frequency of visits in a week</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day a week</td>
<td>23</td>
<td>5.9</td>
<td>5.9</td>
<td>5.9</td>
</tr>
<tr>
<td>2-3 days a week</td>
<td>118</td>
<td>30.4</td>
<td>30.4</td>
<td>36.3</td>
</tr>
<tr>
<td>4-5 days a week</td>
<td>188</td>
<td>48.5</td>
<td>48.5</td>
<td>84.8</td>
</tr>
<tr>
<td>5 days or more in a week</td>
<td>59</td>
<td>15.2</td>
<td>15.2</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>388</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Based on the results from Table 5.8, the researcher found that the highest percentage of respondents’ frequency of visits is 48.5% (188) that visit the Fitness centres 4 to 5 days per week. The second highest percentage is 30.4% (118) visiting the club 2 to 3 days per week, followed by 15.2% (59) who visit the fitness centres 5 days or more per week. The lowest percentage of respondents’ frequency of visits is 5.9% (23) for 1 day per week.

Table 5.9 The Analysis of length of visit by members per session using Frequency and Percentage

<table>
<thead>
<tr>
<th>Length of stay per session</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 hour</td>
<td>5</td>
<td>1.3</td>
<td>1.3</td>
<td>1.3</td>
</tr>
<tr>
<td>1 hour</td>
<td>147</td>
<td>37.9</td>
<td>37.9</td>
<td>39.2</td>
</tr>
<tr>
<td>2 hours</td>
<td>188</td>
<td>48.5</td>
<td>48.5</td>
<td>87.6</td>
</tr>
<tr>
<td>More than 2 hours</td>
<td>48</td>
<td>12.4</td>
<td>12.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>388</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
Table 5.9 indicates that the highest percentage of respondents’ length of stay in each session is 48.5% (188), those who stay for 2 hours. The second highest percentage is 37.9% (147), those who stay for 1 hour and the third highest percentage is 12.4% (48) those who stay for more than 2 hours, followed by the lowest percentage of 1.3% (5) those who are staying for less than 1 hour.

5.1.2 Descriptive Analysis of Variables

In this section, the researcher is measuring the Mean and Standard Deviation of each variable. Regarding to Saunders et al. (2007) the mean is used on a frequent basis to measure the central tendency for grounded data. The standard deviation is the most important and useful measure of dispersion for grounded data. The results of the analysis are as follows:

Table 5.10 The Analysis of SQAS staff using Mean and Standard Deviation

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff are willing to help</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.91</td>
<td>.864</td>
</tr>
<tr>
<td>Staff respond to complaints</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.71</td>
<td>.876</td>
</tr>
<tr>
<td>Staff give individual attention</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.57</td>
<td>.979</td>
</tr>
<tr>
<td>Staff have professional knowledge</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.74</td>
<td>.885</td>
</tr>
<tr>
<td>Staff understands specific needs of their members</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.69</td>
<td>.906</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>388</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on the results from Table 5.10, the researcher found that the highest mean relates to “Staff are willing to help” with mean 3.91, and the standard deviation of 0.864 and
the lowest mean, on the other hand, is for “Staff give individual attention” presenting 3.57 with the standard deviation of 0.979. The mean for “Staff have professional knowledge” is 3.74 with the standard deviation of 0.885 and “Staff respond to complaints” has a mean of 3.71 and deviation of 0.876. Lastly, the mean of “Staff understands specific needs of their members” is equal to 3.69 with a standard deviation of 0.906.

**Table 5.11 The Analysis of SQAS Program using Mean and Standard Deviation**

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are a variety of programs available</td>
<td>388</td>
<td>2</td>
<td>5</td>
<td>3.78</td>
<td>.702</td>
</tr>
<tr>
<td>The programs start on time</td>
<td>388</td>
<td>2</td>
<td>5</td>
<td>3.79</td>
<td>.719</td>
</tr>
<tr>
<td>The membership fees are reasonable</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.73</td>
<td>.714</td>
</tr>
<tr>
<td>The quality of the programs are good</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.81</td>
<td>.690</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>388</td>
<td>2</td>
<td>5</td>
<td>3.78</td>
<td>.702</td>
</tr>
</tbody>
</table>

Based on the results from Table 5.11, the highest mean relates to “The quality of the programs are good” presenting 3.81, and the standard deviation of 0.690 and the lowest mean, is for “The membership fees are reasonable” presenting 3.73 with the standard deviation of 0.714. The mean for “The programs start on time” is 3.79 with the standard deviation of 0.719. Lastly, the mean of “There are a variety of programs available” is equal to 3.78 with the standard deviation of 0.702.
Table 5.12 The Analysis of SQAS Locker room using Mean and Standard Deviation

Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The locker room are easily accessible</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.69</td>
<td>.853</td>
</tr>
<tr>
<td>The locker room are clean</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.74</td>
<td>.763</td>
</tr>
<tr>
<td>The lockers are secure and safe</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.66</td>
<td>.840</td>
</tr>
<tr>
<td>Overall maintenance of the locker room is good</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.65</td>
<td>.848</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>388</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5.11 has four statements and indicates that “The locker room are clean” has the highest mean, which is equal to 3.74 with a standard deviation of 0.763 and the lowest mean is “Overall maintenance of the locker room is good ” with 3.65 with the standard deviation of 0.848. The mean for “The locker room are easily accessible is equal to 3.69 with a standard deviation of 0.853 and lastly the statement “The lockers are secure and safe” has a mean of 3.66 with the standard deviation of 0.840.

Table 5.13 The Analysis of SQAS physical facility using Mean and Standard Deviation

Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The fitness centre is easily accessible
Parking is available for members
The parking lot is safe and secure
The operating hours of the fitness centre is convenient
Valid N (listwise)

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The equipment at the gym is modern</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.79</td>
<td>.773</td>
</tr>
<tr>
<td>Exercise area are spacious</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.69</td>
<td>.822</td>
</tr>
</tbody>
</table>

Based on the results from Table 5.13, having four statements, it shows that “Parking is available for members” has the highest mean, which equals to 4.03 with the standard deviation of 0.800. “The operating hours of the fitness centre is convenient” has the second highest mean, which is equal to 3.94 with a standard deviation of 0.765, followed by the lowest mean “The fitness centre is easily accessible” which is equal to 3.80 with the standard deviation of 0.831. And lastly the mean for “The parking lot is safe and secure” is equal to 3.81 with the standard deviation of 0.873.

Table 5.14 The Analysis of SQAS Workout facility using Mean and Standard Deviation Descriptive Statistics
Based on the results from Table 5.14, the researcher found that there are two statements which represent the highest mean which are: “The equipment at the gym is modern” with mean of 3.79 with the standard deviation of 0.773 and “There are a variety of equipment” with mean, which is equal to 3.79 with the standard deviation of 0.773. The lowest mean is “Exercise areas are spacious” which is equal to 3.69 with the standard deviation of 0.822. Lastly the statement “The equipment is in good condition” with mean equal to 3.77 with the standard deviation of 0.845.

**Table 5.15 The Analysis of well being in life using Mean and Standard Deviation**

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The conditions of my life are good</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.82</td>
<td>.760</td>
</tr>
<tr>
<td>I would change nothing in my life</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.60</td>
<td>.948</td>
</tr>
<tr>
<td>I am happy with my life</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.80</td>
<td>.842</td>
</tr>
<tr>
<td>I have achieved personal goals in my life</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.75</td>
<td>.873</td>
</tr>
</tbody>
</table>
Based on the results from Table 5.15, the researcher found, the statement “The conditions of my life are good” has the highest mean, which equals to 3.82 with the standard deviation of 0.760 and “I am happy with my life” has the second highest mean, which is equal to 3.80 with a standard deviation of 0.842, followed by the lowest mean “I would change nothing in my life” which is equal to 3.60 with the standard deviation of 0.948. And lastly the mean for “I have achieved personal goals in my life” is equal to 3.75 with the standard deviation of 0.873.

**Table 5.16 The Analysis of well being in fitness centre using Mean and Standard Deviation**

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am happy exercising out in this fitness centre</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.93</td>
<td>.811</td>
</tr>
<tr>
<td>I am accomplishing my desired goals in this fitness centre</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.85</td>
<td>.776</td>
</tr>
<tr>
<td>I have a positive experience in this fitness centre</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.91</td>
<td>.810</td>
</tr>
<tr>
<td>The programs in this fitness centre helps me have a fit life</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.87</td>
<td>.811</td>
</tr>
</tbody>
</table>
Valid N (listwise) | 388 |

Based on the results from Table 5.16, having four statements, it shows that “I am happy exercising out in this fitness centre” has the highest mean, which equals to 3.93 with the standard deviation of 0.811 and “I have a positive experience in this fitness centre” has the second highest mean, which is equal to 3.91 with a standard deviation of 0.810, followed by the lowest mean “I am accomplishing my desired goals in this fitness centre” which is equal to 3.85 with the standard deviation of 0.776. And lastly the mean for “The programs in this fitness centre helps me have a fit life” is equal to 3.87 with the standard deviation of 0.811

**Table 5.17 The Analysis of Customer Satisfaction using Mean and Standard Deviation**

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with my decision to join this fitness centre</td>
<td>388</td>
<td>2</td>
<td>5</td>
<td>3.97</td>
<td>.709</td>
</tr>
<tr>
<td>I am satisfied with the programs at this fitness centre</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.89</td>
<td>.703</td>
</tr>
<tr>
<td>I am happy with my experiences in this fitness centre</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.96</td>
<td>.754</td>
</tr>
<tr>
<td>Overall satisfaction with this fitness centre</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.91</td>
<td>.726</td>
</tr>
</tbody>
</table>
Based on the results from Table 5.17, having four statements, it shows that “I am satisfied with my decision to join this fitness centre” has the highest mean, which equals to 3.97 with the standard deviation of 0.709 and “I am happy with my experiences in this fitness centre” has the second highest mean, which is equal to 3.96 with a standard deviation of 0.754, followed by the lowest mean “I am satisfied with the programs at this fitness centre” which is equal to 3.89 with the standard deviation of 0.703. And lastly the mean for “Overall satisfaction with this fitness centre” is equal to 3.91 with the standard deviation of 0.726.

Table 5.18 The Analysis of Customer Retention using Mean and Standard Deviation

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am a committed member of this fitness centre</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.94</td>
<td>0.775</td>
</tr>
<tr>
<td>I will continue to be a member of this fitness centre</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.94</td>
<td>0.695</td>
</tr>
<tr>
<td>I say positive things to others about this fitness centre</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>3.93</td>
<td>0.751</td>
</tr>
<tr>
<td>I would refer this fitness centre to others</td>
<td>388</td>
<td>1</td>
<td>5</td>
<td>4.03</td>
<td>0.762</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>388</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Based on the results from Table 5.13, which has four statements, it shows that “I would refer this fitness centre to others” has the highest mean, which equals to 4.03 with the standard deviation of 0.762. There are two statements that represent the second highest mean, they are, “I am a committed member of this fitness centre” which is equal to 3.94 with the standard deviation of 0.775 and “I will continue to be a member of this fitness centre” has the second highest mean, which is equal to 3.94 with a standard deviation of 0.695, followed the lowest mean “I say positive things to others about this fitness centre” with the mean 3.93 with the standard deviation of 0.751.

5.2. Reliability Analysis of Research Instrument

Santos (1999) declared that the reliability for each variable which comprises of many questions by using Cronbach’s Alpha test has to be tested by the researcher. The author mentioned that in case the result of the calculation of the Alpha test is above 0.6 or equal to 0.6, it means that all questions of each hypothesis are consistent and reliable to apply as research instrument.

Table 5.19 Result of Reliability Test by using Cronbach’s Alpha Test 388 Respondents

<table>
<thead>
<tr>
<th>Items</th>
<th>No. of statements</th>
<th>No. of respondents</th>
<th>Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>SQAS Staff</td>
<td>5</td>
<td>388</td>
<td>0.726</td>
</tr>
<tr>
<td>SQAS Program</td>
<td>4</td>
<td>388</td>
<td>0.655</td>
</tr>
<tr>
<td>SQAS Locker room</td>
<td>4</td>
<td>388</td>
<td>0.803</td>
</tr>
<tr>
<td>SQAS Physical facility</td>
<td>4</td>
<td>388</td>
<td>0.627</td>
</tr>
<tr>
<td>SQAS workout facility</td>
<td>4</td>
<td>388</td>
<td>0.651</td>
</tr>
<tr>
<td>Wellbeing in life</td>
<td>4</td>
<td>388</td>
<td>0.687</td>
</tr>
<tr>
<td>Wellbeing in fitness centre</td>
<td>4</td>
<td>388</td>
<td>0.828</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>4</td>
<td>388</td>
<td>0.818</td>
</tr>
</tbody>
</table>
Based on the results from Table 5.17, the researcher found that Cronbach’s Alpha value for all variables is greater than 0.6 which means that all questions are reliable to apply as the research instrument in this study.

5.3 Inferential Analysis

Inferential analysis applies different statistical designs to test hypotheses; these are Pearson Correlation, ANOVA (Analysis of variance), Independent t-test and Multiple Linear Regression analysis methods. In this study, the researcher used Multiple Linear Regression Analysis for the first two hypotheses and Pearson Correlation for the last hypothesis.

In the study, the researcher tested the relationship between independent and dependent variables. The data were collected using a questionnaire based on interval scale. After collecting the data, the researcher analysed the aforementioned using SPSS software. There are three hypotheses generated to investigate between Service Quality Assessment Scale, Well being, customer satisfaction and customer retention towards the two Fitness Centres in this research.

The following is the discussion regarding the result of each hypotheses testing and its interpretation:

Hypothesis 1

$H_{10}$: Service Quality Assessment Scale in terms of staff, program, locker room, physical facility and workout facility have no affect on customer satisfaction

$H_{1a}$: Service Quality Assessment Scale in terms of staff, program, locker room, physical facility and workout facility have an affect on customer satisfaction

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mode 1</td>
</tr>
<tr>
<td>4</td>
</tr>
</tbody>
</table>
Based on table 5.20, the R-square is the portion of variation in the dependent variable (customer satisfaction) that is explained by one independent variable. It is expressed as a percentage. So, 21.4 percent of the variation in customer satisfaction can be explained by one independent variable which has five sub variables (workout facility, staff, physical facility, program and locker room).

**Table 5.21: Anova test of SQAS towards Customer Satisfaction**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>311.179</td>
<td>5</td>
<td>62.236</td>
<td>20.810</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>1142.452</td>
<td>382</td>
<td>2.991</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1453.632</td>
<td>387</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Dependent Variable:** MEAN Customer Satisfaction
- **Predictors:** (Constant), MEAN Workout facility, MEAN SQAS staff, MEAN SQAS program, MEAN Physical facility, MEAN SQAS locker room

Based on table 5.21, as a result of analyzing Multiple linear regression, the sig, is presenting at .000 which is less than .05 (.000 < .05). It indicates that one of the five independent variables in hypothesis one has a significant influence on the dependent variable. And therefore, the null hypothesis in one is rejected. Independent variables are: SQAS staff, SQAS program, SQAS Locker room, SQAS Physical facility and SQAS workout facility and the dependent variable is Customer Satisfaction.

**Table 5.22 Coefficients of SQAS towards Customer satisfaction**

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>1</th>
<th>.463</th>
<th>.214</th>
<th>.204</th>
<th>1.72937</th>
</tr>
</thead>
</table>

- Predictors: (Constant), MEAN Workout facility, MEAN SQAS staff, MEAN SQAS program, MEAN Physical facility, MEAN SQAS locker room
<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>(Constant)</td>
<td>3.989</td>
<td>.939</td>
<td>4.248</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>SQAS Staff</td>
<td>.225</td>
<td>.034</td>
<td>.315</td>
<td>6.631</td>
<td>.000</td>
</tr>
<tr>
<td>SQAS Program</td>
<td>.063</td>
<td>.057</td>
<td>.055</td>
<td>1.119</td>
<td>.264</td>
</tr>
<tr>
<td>SQAS Locker room</td>
<td>.077</td>
<td>.046</td>
<td>.088</td>
<td>1.678</td>
<td>.094</td>
</tr>
<tr>
<td>Physical facility</td>
<td>.113</td>
<td>.051</td>
<td>.113</td>
<td>2.223</td>
<td>.027</td>
</tr>
<tr>
<td>Workout facility</td>
<td>.176</td>
<td>.048</td>
<td>.177</td>
<td>3.676</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Customer Satisfaction

Based on the result of multiple regression presented in the regression coefficient table, the Sig. for SQAS Program is more than .05 (.264 > .05) and the Sig. for SQAS locker room is more than .05 (.094 > .05). Therefore, there is no impact from SQAS program on customer satisfaction and from SQAS locker room on Customer Satisfaction. However, in the case of SQAS staff, SQAS physical facility and SQAS workout facility they have a significant influence on customer satisfaction because the Sig shows .000, .027 and .000 respectively which are less than .05 (.000 < .05), (.027 < .05) and (.000 < .05). Therefore, there is a significant relationship between SQAS in terms of staff, physical facility and workout facility towards customer satisfaction. In addition, the table also presents the coefficient of regression for each independent variable. Therefore, the equation for the relation between customer satisfaction and Service Quality Assessment Scale in terms of staff, physical facility and workout facility is as follows:

\[
\hat{Y} = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3
\]

\[
\hat{Y} = 3.989 + 0.225 x_1 + 0.113 x_2 + 0.176 x_3
\]

Where:

\( \hat{Y} \) = Customer satisfaction

\( x_1 \) = Staff
\[ x_2 = \text{physical facility} \]

\[ x_3 = \text{workout facility} \]

\[ \beta = \text{coefficient of regression} \]

According to the equation, as staff, physical facility and workout facility increases by 1, similarly, Customer Satisfaction increases by 22.5 percent, 11.3 percent and 17.6 percent respectively.

In the case of presence of multicollinearity in the multiple linear regression analysis of SQAS and customer satisfaction, there is no multicollinearity problem in this study as the VIF values as all the sub-variables are equal to 1 and less than 10. The VIF value of staff is 1.100, program is 1.169, locker room is 1.324, physical facility is 1.246 and lastly workout facility is 1.131.

Hypothesis 2

H\textsubscript{2\text{a}}: Customer wellbeing in terms of well being in life and well being in fitness centres have no affect on customer satisfaction

H\textsubscript{2\text{a}}: Customer wellbeing in terms of well being in life and well being in fitness centres have an affect on customer satisfaction

Table 5.23. Model Summary of wellbeing towards customer satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.561\textsuperscript{a}</td>
<td>.315</td>
<td>.311</td>
<td>1.60835</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), MEAN Wellbeing in fitness centre, MEAN Wellbeing in life

Based on table 5.23, the R-square is the portion of variation in the dependent variable (customer satisfaction) that is explained by one independent variable. It is expressed as a percentage. So, 31.5 percent of the variation in customer satisfaction can be explained by one
The independent variable which has two sub variables (wellbeing in life and wellbeing in fitness centres).

Table 5.24 Anova Testing of wellbeing towards customer satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>457.715</td>
<td>2</td>
<td>228.858</td>
<td>88.471</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>995.917</td>
<td>385</td>
<td>2.587</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1453.632</td>
<td>387</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: customer Satisfaction
b. Predictors: (Constant), Wellbeing in fitness centre, Wellbeing in life

Based on table 5.24, the Sig. is presenting .000 which is less than .05 (.000 < .05). It indicates that the two independent variables in hypothesis two have a significant influence on the dependent variable. And therefore, the null hypothesis in two is rejected. Independent variables are: Wellbeing in life and Wellbeing in fitness centre and the dependent variable is Customer Satisfaction.

Table 5.25 Coefficients of Wellbeing towards Customer Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wellbeing in life</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wellbeing in fitness centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.432</td>
<td>.605</td>
<td></td>
<td>8.976</td>
<td>.000</td>
<td>.908</td>
<td>1.101</td>
</tr>
<tr>
<td>.125</td>
<td>.042</td>
<td>.133</td>
<td>3.014</td>
<td>.003</td>
<td>.908</td>
<td>1.101</td>
</tr>
<tr>
<td>.461</td>
<td>.040</td>
<td>.506</td>
<td>11.436</td>
<td>.000</td>
<td>.908</td>
<td>1.101</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Customer Satisfaction
Based on the table 5.25, wellbeing in life and wellbeing in fitness centre have a significant influence on customer satisfaction because the sig shows .003 and .000 respectively which is less than .05 (.003 < .05) and (.000 < .05). Therefore, there is a significant relationship between wellbeing in terms of wellbeing in life and wellbeing in fitness centre and customer satisfaction. In addition, the table also presents the coefficient of regression for each independent variable. Therefore, the equation for the relation between customer satisfaction and Service Quality Assessment Scale in terms of staff, physical facility and workout facility is as follows:

$$\text{Customer satisfaction} = \beta_0 + \beta_1 \times \text{Wellbeing in life} + \beta_2 \times \text{Wellbeing in fitness centres}$$

Where:

- $\beta_0$ = Coefficient of regression
- $\beta_1$ = Coefficient of regression
- $\beta_2$ = Coefficient of regression

According to the equation, as wellbeing in life and wellbeing in fitness centre is percent increases by 1, similarly, Customer Satisfaction increases by 12.5 percent and 46.1 respectively.

Multicollinearity is indicated if the VIF of any variable in the model exceeds 10. From Table 5.25, the VIF values for all variables in the regression model are less than 10 with VIF value of wellbeing in life is 1.101 and wellbeing in fitness centres is 1.101.

**Hypothesis 3**

$H_{3_0}$: Customer satisfaction has no affect towards customer retention

$H_{3_1}$: Customer satisfaction has an affect towards customer retention

**Table 5.26 The Analysis of the Relationship between customer satisfaction and customer retention using Pearson Moment Coefficient Correlation (Bivariate)**
Correlations

<table>
<thead>
<tr>
<th></th>
<th>Customer Satisfaction</th>
<th>Customer Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer</td>
<td>Pearson Correlation</td>
<td>.384**</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>388</td>
<td>388</td>
</tr>
<tr>
<td>Customer</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Retention</td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>388</td>
<td>388</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

As indicated in table 5.26 the results from the Pearson’s Correlation analysis shows that the Sig. is equal to .000, which is less than .01 (.000<.01). It means that the null hypothesis was rejected, and there is a statistically significant relationship between customer satisfaction and customer retention at the .01 significance level. The correlation coefficient (r) is equal to 0.384, which means there is a low positive relationship between customer satisfaction and customer retention. The researcher can conclude that the variables move in the same direction.

5.4 Summary of Hypothesis Testing Results

The researcher summarized the results of the hypotheses testing, which can be seen in the below table. The total of three hypotheses (H1 to H3) have been tested in correlation with the two-tailed significance of .000 which is less than .01 (.000<.01). Thus, the null hypothesis of hypotheses one were rejected in case of staff, physical facility and workout facility except for programs and locker room and hypotheses two and three were rejected.

Table 5.27 Summary of the Results of the Hypotheses Testing

<table>
<thead>
<tr>
<th>Hypotheses Statement</th>
<th>Statistical Treatment</th>
<th>Significant Value</th>
<th>Beta Coefficient Values</th>
<th>Null Hypothesis</th>
</tr>
</thead>
</table>


| H₁₀  | Service Quality Assessment Scale have no affect on customer satisfaction in terms of: | Multiple Linear Regression | p-value | p-value | |  |  |
|------|-----------------------------------------------------------------------------------|-----------------------------|---------|---------|
|      | - Staff                                                                           | .000                        | .225    | Rejected |
|      | - Program                                                                          | .264                        | .063    | Failed to reject |
|      | - locker room                                                                     | .094                        | .077    | Failed to Reject |
|      | - physical facility                                                               | .027                        | .113    | Rejected |
|      | - workout facility                                                                | .000                        | .176    | Rejected |

| H₂₀  | Wellbeing have no impact on customer satisfaction in terms of:                     | Multiple Linear Regression | p-value | p-value | |  |  |
|------|-----------------------------------------------------------------------------------|-----------------------------|---------|---------|
|      | - Well being in life                                                              | .003                        | .125    | Rejected |
- Well being in fitness centre

<table>
<thead>
<tr>
<th>Hypothesis Statement</th>
<th>Statistical Treatment</th>
<th>Significant Value</th>
<th>Correlation Coefficient</th>
<th>Null Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>H3₀ Customer satisfaction has no relationship towards customer retention</td>
<td>Pearson Correlation</td>
<td>.000</td>
<td>.384</td>
<td>Rejected</td>
</tr>
</tbody>
</table>
Chapter VI

Summary, Conclusions and Recommendations

This chapter provides the summary, conclusions of the results on the relationship of service quality assessment scale, well being and customer satisfaction towards customer retention along with recommendations and suggestions for further research. There are six sections in this chapter. The first part is constituted of a summary of demographic factors and a summary of basic information about the respondents. The second part is the summary of hypotheses, the third part is the discussion and implication, fourth is conclusion, the fifth part is the recommendation and the last part is future research.

6.1 Summary of Demographic Factors

In this study, the researcher found that there were more men who went to the two fitness centres, which are 222 (57.2%) of the total respondents, and the group of 21-30 years old age range is dominant with 207 respondents (53.4%). As of educational level, the masters degree segment is dominant with 197 respondents (50.8 %) and lastly there are 172 respondents (44.3%) having monthly income between 20,001 to 30,000 baht.

In the basic information category, the researcher found that there are 240 respondents (61.9%) use personal trainer services. In the case of the purpose of going to the fitness centre, there are a total of 265 respondents (32.0%) whose goal is to enhance their fitness stage. A total of 112 respondents (28.9%) have been members of the fitness centres for more than 12 months. The frequency of visits to fitness centres in a week is dominant to 4 to 5 days (118 respondents and 48.5%).The length of each session, 188 respondents (48.5%) stayed in the fitness centre for 2 hours.

Table 6.1: Summary of demographic factors

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>222</td>
<td>57.2</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-30 years old</td>
<td>340</td>
<td>53.4</td>
</tr>
<tr>
<td>Variable</td>
<td>Frequency</td>
<td>Percentage</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------</td>
<td>------------</td>
</tr>
<tr>
<td>Education level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masters degree</td>
<td>197</td>
<td>50.8</td>
</tr>
<tr>
<td>Income level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20,001 baht – 30,000 baht</td>
<td>172</td>
<td>44.3</td>
</tr>
</tbody>
</table>

**Table 6.2: Summary of Basic Information**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of Personal trainer services</td>
<td>240</td>
<td>61.9</td>
</tr>
<tr>
<td>Purpose of going to the fitness centres</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhance fitness stage</td>
<td>265</td>
<td>32.0</td>
</tr>
<tr>
<td>Length of membership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than 12 months</td>
<td>112</td>
<td>28.9</td>
</tr>
<tr>
<td>Frequency of visits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 – 5 days a week</td>
<td>118</td>
<td>48.5</td>
</tr>
<tr>
<td>Length of stay in a session</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 hours</td>
<td>188</td>
<td>48.5</td>
</tr>
</tbody>
</table>

**6.2 Summary of hypotheses**

Based on the research objectives, Multiple Linear Regression and Pearson’s Correlation were applied in this study as analysis tool. After analyzing the hypotheses, all null hypotheses were rejected. The results are summarized as follows:

**Hypothesis 1**: The Service Quality Assessment Scale in terms of Staff, Physical facility and Workout Facility have an effect on customer satisfaction whereas program and locker room have no effect on customer satisfaction.

**Hypothesis 2**: Customer wellbeing in terms of well being in life and wellbeing in fitness centres have an effect on customer satisfaction.
Hypothesis 3: Customer satisfaction has an effect on customer retention.

6.3 Discussion and Implications

Based on the results of the hypotheses testing the discussion and implication of the results are presented as follows:

Hypothesis one tested the effect of SQAS in terms of Staff, Program, Locker room Physical facility and Workout Facility on customer satisfaction. The result indicated that service quality assessment scale has an impact upon customer satisfaction. According to the result, the sub-variables of service quality assessment scale which are staff, physical facility, and workout facility have positive effect on customer satisfaction whereas program and locker room has no effect on customer satisfaction. By considering the beta value, the researcher found out that service quality assessment scale in terms of staff has the highest beta value with .225. The sub-variable in term of program and locker room have no effect on customer satisfaction as it failed to reject the null hypothesis with beta value of .063 and .077 which shows program and locker room is not appropriate to measure satisfaction among customers. This result shows that SQAS is the best scales to measure service quality in fitness centres. This is similar to what Jöreskog and Sörbom (1993) stated that a fit scale does not necessarily mean a correct or best scale because there may be equivalent scales as judged by the fit indexes. Adding to that statement, Lam et al., (2005) mentioned that SQAS has sound psychometric properties and can be used to assess service quality in health and fitness clubs.

Based on the result from hypothesis two, the researcher found that there is a significant relationship between wellbeing and customer satisfaction. The sub-variable well being in life and wellbeing in fitness centre have a positive effect on customer satisfaction with a beta value of .125 and .461. It signifies that a customer’s wellbeing in life and well being in the fitness centre clearly affects customer’s satisfaction of services provided at Fitness First and Virgin Active. Gonçalves and Diniz (2015) also mentioned that if a customer has a happy life and also is happy in the fitness centre, the customer is more likely to be satisfied with the services of the fitness centres. Furthermore, to support the result of hypothesis two testing, Barros and Gonçalves in 2009 acknowledge that a customer with a good well being in life and a good presence of well being at the fitness centre is expected to be more satisfied at fitness centres.
Finally, from the hypothesis testing of the third hypotheses the researcher stated that there is a statistical significant relationship between customer satisfaction and customer retention. The significance level for customer satisfaction is .000, which is less than 0.05. This means that there is a statistical significant relationship between customer satisfaction and customer retention. This result is also similar to the study by Goncalves and Diniz in 2015 who stated that customer satisfaction influences customer retention, as customers who are satisfied are highly likely to continue to use the services of the fitness centres. And also (MacDonald and Howard, 1998; Zethmal et al, 1996) also mentioned that customer satisfaction is one of the major elements that affect customer retention in fitness centres.

6.4 Conclusion

The main purpose of this study is in understand the effects of Service Quality Assessment Scale, Well being and Customer satisfaction on retention of customers in Fitness First and Virgin Active located in Lat Phrao, Bangkok. The researcher used three hypotheses with hypothesis one and hypothesis having different sub variables, and used multiple linear regression and Pearson’s Correlation coefficient Analysis for hypothesis.

For the demographic factors of the research, the results indicated that the highest respondents were males aged between 21 to 30 years whose monthly income is between 20,001 to 30,000 baht. Furthermore, the respondents with a master’s degree represent the highest number of respondents who go to Fitness Centre and Virgin Active.

In the category of basic information, there are 240 respondents who use personal trainer services and enhance fitness stage represents the highest purpose of visiting the fitness centres, furthermore the longest length of membership by respondents is more than 12 months. The longest frequency of visits by respondents is between 4 to 5 days in a week and the longest length of stay per visit by a respondent is 2 hours.

The independent variables SQAS and Well being and intervening variable customer satisfaction have an effect on dependent variable, customer retention of at least one sub-variable. Amongst them hypothesis one, SQAS have five sub–variables and from the five sub-variables three sub-variables have an effect on customer satisfaction; namely, staff, physical facility and workout facility with the beta value .225, .113 and .176 respectively while program and locker room with beta values .063 and .077 have no effect on customer satisfaction in Fitness first and Virgin Active.
Similarly, hypothesis two, well being has two sub-variables which have an effect on customer satisfaction; they are well being in life and well being in fitness centres. The beta value of well being in life and well being in fitness centre is .125 and .461. Lastly, in hypothesis three the coefficient (r) is equal to .384, which means there is a low positive relationship between customer satisfaction and customer retention.

6.5 Recommendations

This research confirms and explains the relationship between the independent variables and customer retention. Customer retention is becoming a major concern for fitness centres as more and more fitness centres are being established which are specifically designed for the precise wants and needs of customers. And since customer retention leads to loyalty of customers towards business, service providers like fitness centres are constantly researching for new strategies and methods to improve their services to keep the present customers loyal and gain their commitment. This is done so customers have a long and strong relationship with the fitness centres. The researcher would like to suggest some recommendations based on the hypotheses testing, which can hopefully contribute to a better performance of the fitness centres to achieve a better customer acquisition and retention.

Based on the result of hypotheses one, the researcher found that staff, physical facility and workout facility have a relationship with customer satisfaction whereas, programs and locker room have no relationship towards customer satisfaction. Fitness First and Virgin Active, must look upon these three sub variables because they have a direct effect on the satisfaction of customers. Staff has the highest beta value amongst the SQAS sub variables which shows there is a positive effect when it comes to the behaviour of the staff towards the customers. When customers go to fitness centres they look for assistance from the staff, in ways like responding to their complaints, giving customers individual attention, understanding their specific needs and lastly on how much knowledge they have about the area of their expertise. The two fitness centres can direct a few of the staff members to helping out new members so that the new members can get all the help they want regarding their fitness goals. Even though physical facility and workout facility have positive impacts on satisfaction of customers, the beta value is low hence they need improvement in the future.

From the findings of hypothesis two, well being in life and well being in fitness centres have an effect on customer satisfaction. Well being in fitness centre represents the highest beta value, hence it is important for fitness first and virgin active to keep the fitness
centres ambience positive and continue to provide good services for its customers. And as well being in Fitness First and Virgin Active affect satisfaction among its members, the two fitness centres can deliberately improve the various programs they offer and they aim for a positive environment in the fitness centres for members. Even though well being in life has an effect on customer satisfaction, its beta value is low which shows that there is room for improvement for the customers in their lives. As, well being in life is a personal outlook, customers can find ways and methods to improve their way of life by socialising more with the surrounding and with other people, by being more active in their lives, by being mindful about their thoughts, body and emotions and lastly by discovering and learning new things which helps in building confidence and get a sense of achievement.

Based on the last hypothesis, the researcher discovered that there is positive relationship among customer satisfaction and customer retention. The researcher would like to suggest that Fitness First and Virgin Active should make the first experiences of the new customers memorable which will make customers come again and experience the services provided. The two fitness centres should also keep their services consistent when it comes to the level of quality of programs and assistance of staff. Provision of good services promotes happy and satisfied customers which in turn results in retention. Fitness first and Virgin Active should also do a feedback survey amongst its customers so that they can improve their services and products, to keep making their customers happy and have positive experiences to enable satisfaction which establishes long lasting retention. Customer satisfaction has a strong significance in customer retention, and statistically staff has the highest effect on satisfaction of members, hence Fitness First and Virgin Active have to continue providing good services and good assistance by its staff. They can also keep on providing one day pass for new customers and make sure to delegate their staff to be dedicated to new customers so as they get a good experience and are satisfied which will make new customers long term members.
6.6 Further studies

The research mainly focuses on the factors that affect customer retention which is divided into three variables as in the conceptual framework and the impacts they create towards customer retention as well as customers experiences of services. For further development and investigation of results for this research, some further suggestions can be extended.

The research was conducted at Fitness First and Virgin Active located in Lat Phrao district of Bangkok. For further research, other parts of Bangkok or even Thailand can be explored where there are other fitness centres and hence have a larger number of population for the survey to gain accurate results and also as other fitness centres may not have the similar facilities and also similar customers hence the results would be different. The result is limited to the factors that affect customer retention but in future studies there can be more factors included to study retention in fitness centres and explore new measurement scale for measuring satisfaction and retention amongst customers to gain a better understanding of retention in the fitness industry.

Lastly, the researcher would like to mention that this study is only focused on one industry or sector, which in this case is the service sector. For further investigation, the same kind of study on retention can be examined in other industries.
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Appendices
Appendix A
Questionnaire Sample (English version)

This research is conducted by an MBA graduate student of Assumption University of Thailand.

This research is about the antecedents that determine customer retention at two fitness centres located in Lat Phrao.

Part I: Screening Question
1. Do you go to the gym?
   (   ) Yes (Continue)  (   ) No (Return Questionnaire)

2. Which of the following fitness centers?
   a) Fitness First  (   )
   b) Virgin Active  (   )

Part II: Evaluation question
Please read the statements below and indicate your level of agreement or disagreement, based on the following criteria: 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree

<table>
<thead>
<tr>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>SERVICE QUALITY ASSESSMENT SCALE (STAFF)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.  Staff are willing to help</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.  Staff respond to complaints</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.  Staff give individual attention</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.  Staff have professional knowledge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.  Staff understand specific needs of their members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SERVICE QUALITY ASSESSMENT SCALE (PROGRAM)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
8. There are a variety of programs available
9. The programs start on time
10. The membership fees are reasonable
11. The quality of the programs are good

**SERVICE QUALITY ASSESSMENT SCALE**  
**LOCKER ROOM**
12. The locker rooms are easily accessible
13. The locker rooms are clean
14. The lockers are secure and safe
15. Overall maintenance of the locker room is good

**SERVICE QUALITY ASSESSMENT SCALE**  
**PHYSICAL FACILITY**
16. The fitness centre is easily accessible
17. Parking is available for members
18. The parking lot is safe and secure
19. The operating hours of the fitness centre is convenient

**SERVICE QUALITY ASSESSMENT SCALE**  
**WORKOUT FACILITY**
20. The equipment at the fitness centre is modern
21. Exercise area are spacious
22. The equipment is in good condition
23. There are a variety of equipment

**WELLBEING (WELLBEING IN LIFE)**
24. The conditions of my life are good
25. I would change nothing in my life
26. I am happy with my life
27. I have achieved personal goals in my life

**WELLBEING (WELLBEING IN FITNESS CENTRES)**
28. I am happy exercising out in this fitness centre
29. I am accomplishing my desired goals in this fitness centre
30. I have a positive experience in this fitness centre
31. The programs in this fitness centre helps me have a fit life

CUSTOMER SATISFACTION
32. I am satisfied with my decision to join this fitness centre
33. I am satisfied with the programs at this fitness centre
34. I am happy with my experiences in this fitness centre
35. Overall satisfaction with this fitness centre

CUSTOMER RETENTION
36. I am a committed member of this fitness centre
37. I will continue to be a member of this fitness centre
38. I say positive things to others about this fitness centre
39. I would refer this fitness centre to others

Part III – Demographic factor (please choose one option)
40. Gender
   ( ) Male
   ( ) Female

41. Age
   ( ) Below 21
   ( ) 21 - 30 years old
   ( ) 31 - 40 years old
   ( ) Above 40

42. Educational Level
   ( ) High school or less
   ( ) Bachelor degree
   ( ) Master degree
   ( ) Doctoral degree

43. Income Level
   ( ) Below 20,000 baht
   ( ) 20,001 – 30,000 baht
   ( ) 30,001 – 40,000 baht
   ( ) 40,001 - 50,000 baht
   ( ) 50,001 baht and above
Part IV: Basic Information

44. Do you use personal trainer services?
   Yes ( )
   No ( )

45. What is your purpose in visiting this fitness centre? (Choose more than one option)
   a) Enhance fitness stage ( )
   b) Increase body mass ( )
   c) Control body weight ( )
   e) Medical reasons ( )
   f) Relaxation ( )
   g) Social interaction ( )

46. How long have you been a member at the gym?
   ( ) Less than 3 months
   ( ) 3–6 months
   ( ) 7–9 months
   ( ) 10–12 months
   ( ) More than 12 months

47. How often do you go to the gym?
   ( ) 1 day per week
   ( ) 2–3 days per week
   ( ) 4–5 days per week
   ( ) 6–7 days per week

48. How many hours do you spend at this fitness centre?
   ( ) Less than 1 hour
   ( ) 1 hour
   ( ) 2 hours
   ( ) More than 2 hours
งานวิจัยนี้เป็นส่วนหนึ่งของการเรียนปริญญาโท คณะบริหารธุรกิจ มหาวิทยาลัยอัสสัมชัญ
เรื่อง ปัจจัยที่ส่งผลกระทบต่อการต่ออายุสมาชิกของผู้ใช้บริการฟิตเนสสองแห่งในกรุงเทพมหานคร

ส่วนที่ I: คำถามคัดเลือก
1. คุณเข้าฟิตเนสหรือไม่
   ( ) เข้า (ทำแบบสำรวจต่อ)
   ( ) ไม่เข้า (คืนแบบสำรวจ)

2. คุณเข้าฟิตเนสที่ไหน
   a) Fitness First
   b) Virgin Active

ส่วนที่ II: คำถามประเมิน
กรุณาอ่านข้อความด้านล่าง แล้วระบุระดับความเห็นด้วยหรือไม่เห็นด้วย ตามเกณฑ์ดังนี้
1 = ไม่เห็นด้วยอย่างยิ่ง
2 = ไม่เห็นด้วย
3 = ไม่แน่ใจ
4 = เห็นด้วย
5 = เห็นด้วยอย่างยิ่ง

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<td>3. พนักงานเต็มใจให้บริการ</td>
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<td>4. พนักงานบริการแก่เพื่อนที่เข้าค่ายคนอื่น</td>
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5. พนักงานให้ความสำคัญกับสมาชิกทุกคน
6. พนักงานมีความรู้علومات
7. พนักงานเข้าใจความต้องการที่แตกต่างของสมาชิกแต่ละคน

ด้านคุณภาพของโปรแกรมการออกกำลังกาย

8. มีโปรแกรมการออกกำลังกายให้เลือกหลากหลาย
9. โปรแกรมการออกกำลังกายได้รับการพัฒนาอย่างต่อเนื่อง

ด้านคุณภาพของห้องล็อกเกอร์

10. ห้องล็อกเกอร์จัดเก็บได้ง่าย
11. ห้องล็อกเกอร์สะอาด
12. ห้องล็อกเกอร์มีการป้องกันการสูญหายอย่างดี

ด้านคุณภาพของสิ่งแวดล้อมภายนอกของฟิตเนส

13. สามารถเดินทางมาฟิตเนสได้อย่างสะดวก
14. มีที่จอดรถเพียงพอ
15. ที่จอดรถมีการป้องกันการสูญหายอย่างดี

ด้านคุณภาพของสิ่งแวดล้อมภายนอกของฟิตเนส

16. สามารถเดินทางมาฟิตเนสได้อย่างสะดวก
17. มีที่จอดรถเพียงพอ
18. ที่จอดรถมีการป้องกันการสูญหายอย่างดี
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<td>มีความสุขที่ได้รับความดี</td>
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<td>มีประสบการณ์การใช้บริการที่ดี</td>
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<td>30.</td>
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<td>31.</td>
<td>มีโปรแกรมการออกกำลังกายในฟิตเนสที่เหมาะสมและมีความสุข</td>
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### ด้านความพึงพอใจของลูกค้า

32. ฉันพอใจกับการตัดสินใจใช้บริการฟิตเนส

33. ฉันพอใจกับโปรแกรมการออกกำลังกายที่ฟิตเนส

34. ฉันมีความสุขกับการออกกำลังกายในฟิตเนส

35. โดยรวมแล้วฉันมีความพึงพอใจต่อฟิตเนส

### ด้านการต่ออายุสมาชิก

36. ฉันเป็นสมาชิกประจำของฟิตเนสแห่งนี้

37. ฉันตั้งใจที่จะต่ออายุเป็นสมาชิกของฟิตเนสแห่งนี้

38. ฉันพูดเรื่องดีๆของฟิตเนสแห่งนี้ให้ผู้อื่นฟัง

39. ฉันจะแนะนำฟิตเนสนี้ให้กับเพื่อน

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### ส่วนที่ III: ข้อมูลส่วนบุคคล (กรุณาเลือกตอบตรงข้อความที่นั่น)

40. เพศ
   - ( ) ชาย
   - ( ) หญิง

41. อายุ
   - ( ) น้อยกว่า 21 ปี
   - ( ) 21 - 30 ปี
   - ( ) 31 - 40 ปี
   - ( ) 41 ปี ขึ้นไป

42. ระดับการศึกษา
   - ( ) มัธยมปลายหรือน้อยกว่า
   - ( ) ปริญญาตรี
   - ( ) ปริญญาโท
   - ( ) ปริญญาเอก

43. รายได้
   - ( ) น้อยกว่า 20,000 บาท
   - ( ) 20,001 — 30,000 บาท
ส่วนหนึ่ง IV: ข้อมูลส่วนตัว

44. คุณใช้บริการครูฝึกส่วนตัวหรือไม่ (personal trainer)
   ใช่ ( ) ไม่ใช่ ( )

45. อะไรคือจุดประสงค์ในการเข้าใช้บริการที่ฟิตเนสแห่งนี้ (เลือกได้มากกว่า 1 ข้อ)
   1) เพื่อสุขภาพที่ดีขึ้น
   2) เพิ่มน้ำหนัก
   3) ควบคุมน้ำหนัก
   4) เหมาะสมกับการแพทย์
   5) เพื่อคลายเครียด
   6) เพื่อสร้างเพื่อนกัน

46. ระยะเวลาการเป็นสมาชิกของฟิตเนสแห่งนี้
   ( ) น้อยกว่า 3 เดือน  ( ) 3 — 6 เดือน
   ( ) 7 — 9 เดือน  ( ) 10 — 12 เดือน
   ( ) 12 เดือนขึ้นไป

47. คุณเข้าฟิตเนสแห่งนี้บ่อยเท่าไหร่
   ( ) 1 วันต่อสัปดาห์  ( ) 2 — 3 วันต่อสัปดาห์
   ( ) 4 — 5 วันต่อสัปดาห์  ( ) 6 — 7 วันต่อสัปดาห์

48. คุณใช้เวลาในการเข้าฟิตเนสนานเท่าไหร่
   ( ) น้อยกว่า 1 ชั่วโมง  ( ) 1 ชั่วโมง
   ( ) 2 ชั่วโมง  ( ) มากกว่า 2 ชั่วโมงขึ้นไป

Appendix B

Reliability of each variable (α-test)
40 Respondents

1. SQAS Staff
   **Reliability Statistics**
<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
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2. SQAS Program
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3. SQAS Locker room
   **Reliability Statistics**
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4. SQAS Physical facility
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5. SQAS Workout facility
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6. Wellbeing in life
   **Reliability Statistics**
7. Wellbeing in fitness centre

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8. Customer satisfaction

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9. Customer retention

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388 Respondents
1. SQAS Staff

**Reliability Statistics**

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2. SQAS Program

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3. SQAS Locker room

**Reliability Statistics**

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4. Physical Facility

**Reliability Statistics**

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5. Workout Facility

**Reliability Statistics**

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6. Wellbeing in Life

**Reliability Statistics**

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7. Wellbeing in Fitness Centre

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#### 8. Customer Satisfaction

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#### 9. Customer Retention

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