FACTORS DRIVING CUSTOMER SATISFACTION AND LOYALTY IN SPORTS AND HEALTH CENTRE

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Abstract---It was highlighted that the numbers of customer dropout in the sports and health centre becoming high ever since there are many players in the market. The high numbers of dropout are a loss to service providers as they are not able to keep the customers for repeat visit. Business organizations cannot afford to let the situations to happens repeatedly without knowing what exactly does the customers is looking for and needs. This study is about the drivers of customer satisfaction with the intention to measure the attention to customer and personnel support at the sports and health centre in major cities of Indonesia. These study employ questionnaires to collect data. Data were collected using hybrid method combination of online and face to face. 500 survey forms distributed with a response rates of 68.2%. The data was analyzed using structural equation model and results indicates that both attention to customer and personnel support are equally important towards keeping customer loyalty. Industry players in the market should consider this establishment's as important as the results indicates the direct relationship between attention to customer and personnel support is stronger towards customer loyalty rather than the relationship between customer satisfaction towards customer loyalty. Hence, service provider need to carefully design their customer experiences in order to provide the best services to their customer and visitors. Most importantly is to reduce the dropout rates and increase customer retentions.

Keywords---Service quality, Loyalty, Customer satisfaction, Customer loyalty, Sports and fitness,

I. Introduction

There is a growing concern of keeping good health in Indonesia since the year of 2015. Keeping health through exercises and any form of activities in a health centre is becoming a trends especially among the middle age and above. The increase demand in health and sports centre was basically due to the current increase of people with diabetes. Reports from the health and environment (2019) claimed that at least 16 million of adults are estimated living with type 2 diabetes in Indonesia. The reports also claimed that experts estimate that almost half of the cases remain undiagnosed among the young adult. It was made clear that diabetes type 2 derived from the unhealthy lifestyle and the cost for suffering it is quite high.

There are a lot of benefits for people who joined the activities in health sport centre and among of it is to keep strengthens the hearts and lower the blood pressure as well as reducing the fat. It was also recommended for young adult

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specially to take care of their health because exercises are not only to keep body fits but release the endorphins in the body. It was also known that exercises will helps to improve to reduce stress and hence lead to a more productive and healthy lifestyle.

It was expected that the revenue in the fitness activities segment in Indonesia reached USD 160 million by 2020. In which the revenue is expected to increase by another 4.4% by the year of 2024. Such figures indicate that the awareness among the people have grown exponentially as 42% of Indonesia's population is below 30 years old and 84% under 60. It was recommended that the young people to have more exercises in order to instill healthy lifestyle and avoid from being facing health problem at the young age.

Reports indicates that as at 2018, 10.66% don't exercise at all while 36.97% only spend 1-2 hours a week. It was also highlighted that 14.59 % allocate less than an hour a week

II. Literature Review

Customer loyalty

Every business exists because of profit and each of them need customer. Customer is important as they are the source of revenue. Less customer means less income for the business organizations. As such all businesses should have focused on customer in order to survive and sustain in the industry.

According to past research Abu-Alhaija, Raja Yusof, Hashim and Jaharuddin (2019), loyal customer may provide from 20% to 40% of total revenue depending on the type of business. It was also highlighted by M. F. Shamsudin, Shabi and Salem (2018) that loyal customer benefits the service provider by lower serving cost. It means that loyal customer is easy to be approach and keep distance from the competitor. Recent research M. F. Shamsudin, Shabi, et al., (2018), indicates that sales team spend lesser time to promote new products or services to loyal customer. They have strong value and trust towards the service provider. It is also highlighted by Thiruvattal (2017) that loyal customer is lower price sensitivity. Loyal customer can accept increase in price as long as the service quality maintains (Aydin, Özer, & Arasil, 2005). Loyal customer is not easy to churn to other service provider just because they offer low entry or zero cost of switching. Loyal customer will remains support the service providers heedlessly the promotion and campaign conducted by the competitors (S. Hassan, Shamsudin, & Mustapha, 2019).

Loyal customer is known as having special bound to the service provider (Keshavarz & Jamshidi, 2018). They are not only becoming the consistent buyer but helps to put recommendations and introduce the products or services to others. Loyal customer is fond of giving personal referrals to potential customer and they will talk on behalf of the service provider in explaining the features, benefits and advantages of the products available (M. F. Shamsudin, Razak, & Salem, 2018a). Such situation creates more product awareness and strengthen the service provider brand image in the market. Personal reference and testimonial is more trusted than a message or communication from the service provider itself. Family and friends normally will trust their networking rather than any third party (Abu-Alhaija et al., 2019). As such loyal customer is actually having the access to convert customer easily (M. Shamsudin et al., 2015). Loyal customer at the same time tends to speak good about the service providers (Shankar & Jebarajakirthy, 2019). Indirectly, service providers enjoyed the benefits of free marketing arm that can helps the service provider to increase their customer acquisition and save more cost on the advertising (Izogo, 2017).

Most customer reluctant to provide feedback about services. Past research indicates (M. F. M. F. Shamsudin, Esa, & Ali, 2019) that only 30% of customer put raise their complaints or give feedback to the service provider. The balance of 70% will talk their negative experiences to their family members and friends (Thiruvattal, 2017). Such thing will lead to the

service provider lack of information on how to improve their services and missing the feedback, suggestion and opinion from the end user as customer (Baharudin Kadir, Shamsudin, Nurul, & Mohd, 2020). Feedback can easily have obtained from loyal customer (Tabrani, Amin, & Nizam, 2018). Loyal customer is willing and ever ready to put their suggestion in order to improve the service towards customers. They should be the one who know exactly what the customer needs and wants as they are at the same level as customers. Such valuable information should be focused and pay attention for service enhancements (Abdur Rehman, Osman, Aziz, Koh, & Awais, 2019).

Scholars and past researchers in marketing have identified various type of customer loyalty (Razak & Shamsudin, 2019). Each level need may need service provider actions in order to keep and remains the customer in the customer life cycle. One of the category was cognitive loyal (Tabrani et al., 2018). It was reported that cognitive loyal is the less strong loyal relationship with service provider. They are more concerns about their cost to benefit elements. They focused on the value of the products or services (Suhartanto, Gan, Sarah, & Setiawan, 2019). At any point of time, cognitive customer may switch should they perceived value for money is better with other service provider. As such it is very much important for the service provider not to ignore the type of loyal customer as they may eventually go should the service provider is too complacent with the competition in the market (Tabrani et al., 2018).

Loyal customer at the attitudinal stage is where the customer is closely related to the brand awareness (B. Kadir & Shamsudin, 2019). Service provider need to pay attention in meeting the customer needs and expectations. The challenge for the service provider is to keep the consistency of the service delivery (Cakici, Akgunduz, & Yildirim, 2019). The service level must be consistent and should not involve with the service failure that may turn loyal customer to switch. However, Kamath, Pai and Prabhu (2019) claimed that loyal customer is easier to be communicated and explained should the service failure was not under the service provider mistake (Baharudin Kadir et al., 2020). Loyal customer can accept the fact that service failures do occurs as long as the service recovery was done within the reasonable time.

Recent research (S. Hassan et al., 2019) indicates that conative loyal brings more revenue to service provider as they tend to buy more products from the service providers. They have high desire to purchase from the service provider again and again (Izogo, 2017). At this level Aydin et al., (2005), claimed that customer will acts more to recommend the service to their networking. It is also easy to promote cross selling and upselling to the customer (Hapsari, Clemes, & Dean, 2017). They are at the stage of putting high support for the brand and products offered.

According to Mohd Farid Shamsudin and Razali (2015) loyal customer at action loyal have a strong brand association towards the service providers. Customer will reflect the association in whatever they did such as in social and financial preferences (Abu-Alhaija et al., 2019). Loyal customer will promote the brands and service providers as and when there is any possible chance to do. They become the advocate of the brand and service providers (Abdur Rehman et al., 2019). Overall, service provider need to be careful to set their business and marketing strategy towards fulfilling the needs and customer expectations. The challenge is always there as the competitor is not going to let they lose the customer easily (Suhartanto et al., 2019). Service provider need to ensure that they also follow the competitor movements so that they are not left out in the competition.

Customer satisfaction

Marketers have proofed that customer satisfaction helps service provider in surviving in their business (Kotler, 2017). It was reminded (Kotler, 1994) since many years ago that service provider need to understand their customer needs and expectations in order to provide the overall customer satisfaction (M. F. Shamsudin, Razak, & Salem, 2018b). Customer

satisfaction can only be achieved should the service delivery is meeting the customer expectations (Hirata, 2019). The challenge faced by the service provider is understand the expectations of customer (Zhang, Zhang, & Zhang, 2019). To make thing tougher is that customer today is difficult to predict. They change their trends, preferences and trends regular (S. Hassan et al., 2019). Customer today is also more knowledgeable and complex. (Sallaudin Hassan & Shamsudin, 2019). Service provider need to put more effort in understanding their customer in order to prepare in meeting their expectations (Gerdt, Wagner, & Schewe, 2019).

Past research reported that retaining satisfied customer is much cheaper than customer acquiring new one. Cost to keep current customer have been reported as 20 times much cheaper than new acquisition (M. F. M. F. Shamsudin et al., 2019). Current customer after all have experienced dealing with the service provider hence they are more experience in putting the expectations. In a normal acquisition process, service provider need to go through many stages in getting target customer to make action (Zhang et al., 2019). It will have started with the awareness program, that may have incurred marketing cost and time consuming before finally customer have interest towards the products or services (Gerdt et al., 2019). That stage still does not promise until a regular campaign lead to the desire and finally action. The whole process of acquisition may take times and high cost. Current customer, at the same time is already in the customer life cycle that can easily communicated and promoted (Razak & Shamsudin, 2019). They have experienced with the product or services hence taking less time to convert into purchase.

Recent research (M. F. Shamsudin, Razak, et al., 2018a) indicates that satisfied customer put high value on the service delivered rather than the price. The level of customer satisfaction derived roam the overall value of the benefits to cost (Izogo, 2017; Shankar & Jebarajakirthy, 2019). It means that the customer enjoyed more benefits from the products or services that may make them to stay should there is any offers from competitors that is slightly lower or the service provider in need to increase the prices. Satisfied customer put high value on the product or services rather than the price (Hapsari et al., 2017).

Competition in the industry sometimes can be very fierce especially when customer have more bargaining power (M. Shamsudin et al., 2015). During this stage, service provider cannot afford to lose customer due to dissatisfaction. In certain occasion (Fernandes & Solimun, 2018), the service provider perhaps could not bother on selected customer dissatisfaction but the competitor did. Competitor is happy when the customer did not satisfy and having negative experiences. Competitor can make used of the testimonial to shout in the market that they are better since the service provider is not able to satisfied or meet the customer needs (Salem, Shawtari, Shamsudin, & Hussain, 2016). On the other hand, satisfied customer will not get easily influence by the competitor. Satisfied customer will keep distance from the competitor. In fact, they keep the competitor from getting nearer to them as they have strong attachment and satisfaction of the service and brand image (Shankar & Jebarajakirthy, 2019).

Overall, service provider must put more effort in understanding customer. Customer satisfaction can be easily detected based on customer experiences (Shankar & Jebarajakirthy, 2019). Service provider may get customer feedback through survey form or feedback through social media or online survey tools (Gerdt et al., 2019). The compilation of feedback will lead to a certain answer on what actually that customer is looking onto and how the service provider can improve the service from time to time (Kim, Cho, & Kim, 2019). Service provider need to understand that the satisfied customer overtime will be convert to loyalty. Continues effort need to be done in order to keep the customer in the cycle longer.

Personnel support

Past research (Gerpott & Bicak, 2016) indicates that customer who comes to the health centre is actually paying for the service. As such they deserved high support from the personnel by providing greater customer services to customer. Good customer service may lead to customer retention (Mahendrawathi, Astuti, & Nastiti, 2015). According to Ghazzawi and Alharbi (2019), customer service provided by personnel may increase the business's value from customer perspective. It will lead to satisfaction and finally loyalty. At the same time, Ghazzawi and Alharbi (2019) claimed that good customer service may help to build loyalty and a long term members period. On average, most of the customer will register as a member instead of walk in basis. High number of members will ensure steady income to the service providers. Ghazzawi and Alharbi (2019) concluded that the service rendered to customer may be the source or motivation factors for customer to stay with the health centre. Yang, Xu, Yang and Chen (2018) suggested that the personnel functions starts from the front desk and followed by the coach and trainer. All staff in the organizations need to play their role in providing excellent customer service that may keep customer feel appreciated.

Hahm, Chu and Yoon (1997) suggested that health centre to empower their staff in providing the services to customer. Staff who handle the registrations for example should be able to access into details using computer systems and at the same time are able to make decision to avoid customer waiting for long time. Customer service personnel should be encouraging to make quick decision and solve any problems if available immediately. Mokhtar and Shamsudin (2020) suggested that customer service to make independent decision making to satisfied customer.

It was also indicated by Monferrer, Moliner and Estrada (2019) that the health centre should review their process to avoid any complex requirements. Health centre is recommended to audit their customer experiences from time to time (Amin et al., 2019). The auditing process can be done through customer feedback, complaints, suggestion and opinion. Any communication made from customer towards the improvements of the health centre should be made important and action to be taken immediately.

On certain events, there could be a service failure or problem occurs due to many other possible matters. A good customer service will standup and apologize on behalf of the service operator. Mahendrawathi et al., (2015) claimed that customer normally managed to accept service failure as long as the service provider promotes the honesty and transparence (Amin et al., 2019). Such thing, according to Gerpott and Bicak (2016) will eventually strengthen the relationship between customer and service operator. Personnel is also encouraging to greet and wish customer thank you to members as they decided to choose the service operator despite there are many other operators in the market.

Personnel should at the same time evaluate their services based on survey. They need to check customer feedback to them and focused on the complaints or low rating marks. The low rating marks could be because customer not fully satisfied or putting too high expectations. On top of that, service operator need to provide exclusive services to member's additional services that can make customer happy and satisfied.

Attention to customer

It is very important for the health centre to ensure that they know exactly what is the customer needs. Understanding the needs of customer will help the service operator to focused and concentrate towards the needs of their visitors. As mentioned above, customer play important roles towards the sustainability of the business started from meeting the expectations and followed by the steps on loyalty. Past studies (O'Dwyer & Gilmore, 2018) recommended that service operator to ensure that the equipment's and facilities provided are functional supposedly. Service operator need to ensure that equipment's maintenance is kept in order and to ensure that all are fits to use (Nur, Wan, Tajuddin, & Nayan, 2020).

Customer will get frustrated once they are not able to use the equipment's due to failure or damaged. Facilities provided should be managed timely and to ensure that the equipment's can be used as and where the customer intends to use it.

According to Lee, Che-Ha and Syed Alwi (2020), service operator need to ensure that the price strategy used lead to value for money. Customer will be happy and satisfied if the benefits that they received is more than the cost that they paid. Service operator must ensure that the pricing strategy is within the acceptance range in the market and at the same time add more value that may enhance the customer satisfaction and happiness (Zarifah, Azahari, & Nayan, 2020). Indirectly, the service operator can distance from the competitor by offering something that is difficult to imitates and unique to them.

Customer experiences is always the focal research in service based operations. According to Rosli and Nayan (2020) the overall customer experiences may lead to customer satisfaction and loyalty. The service provider must design the customer experiences map in order to ensure that they met the standards that can locked the customer over a long period of time. In the case of health centre, customer experiences will begin from the moments they step in the premise (Kadic-Maglajlic, Micevski, Arslanagic-Kalajdzic, & Lee, 2017). Service operator need to ensure that they into considerations the elements that is necessary. Feng, Wang, Lawton and Luo (2019) emphasized that little things such as greetings may help to swing customer towards the positive mood and experiences. The staff should be trains to be more friendly and put the priority to customer.

Recent studies (Smirnova, Rebiazina, & Frösén, 2018) suggested that the design of the overall health centre should be customer friendly and provide comfort to customer. The arrangements of equipment's and sections in the building should be designed in a way that customer can access or used the services easily and convenient (Yussoff & Nayan, 2020). Proper label and signage or instructions should be place in order so that customer who needs help may easily read or call for support. The location of support staff must be made within the range that it can be seen and easy to monitor the overall progress and activities by customers.

III. Methodology

Data for this study derived from by surveying the club members of health and sports centre from 20 different locations in selected major cities in Indonesia. The classification of members is those who become a regular customer by paying annual fees and being an active member during the survey was conducted. This study employed a self-administered questionnaire as the medium to collect data. Items used was submitted to 5 subject matter experts in which 3 were from the academic sectors and another 2 from the industry. Feedback and comments received with regards to the sentences and wordings used. Minor corrections were done based on the suggestion and comments.

The surveys used hybrid method where it combined both online and offline. The reason for hybrid is because customer who come to the centre may not stipulated to a specific time. Some may come after office hours and some could be early morning or night. Data of customers received from the service operators with the permission from customer. Offline data collections were done at the location in random time for 7 days. From the combine 500 questionnaires distributed, 341 responses were usable. The response rate is 68.2%. Questionnaire consist of 5 sections. Sections 1 is on the respondent's profile and the rest is about the study topic. All together there are 35 questions including questions related to respondents' profile. The survey used 7 Likert scales in which 1 is strongly disagree and 7 is strongly agree. 7 Likert scales was used to invite as accurate as possible responses from respondents. Data is analyzed using structural equation model.

IV. Results

In this study, the discriminant validity was also assessed. According to Hair et al. (2010), the square root of the AVE value for each structure should be larger than the shared relationship coefficients to establish the discriminant validity of the factors in the model. AVE for all constructs is within the range of 0.89 to 0.92 while CR is within the range 0.91 to 0.97. All results indicate positive and within the minimum acceptance values.

Table 1: Overall reliability of the constructs and factors loadings of indications

Items	Factor loading	t-value	MSV	ASV	AVE	CR
Attention to customer						
AC1	0.96	22.50	0.74	0.55	0.90	0.95
AC2	0.98	23.24				
AC3	0.91	20.49				
AC4	0.86	18.32				
AC5	0.83	18.24				
Personnel support						
PS1	0.95	21.90	0.72	0.60	0.91	0.97
PS2	0.96	22.21				
PS3	0.95	21.90				
PS4	0.89	18.96				
PS5	0.88	18.67				
Customer satisfaction						
CS1	0.91	21.67	0.77	0.63	0.89	0.91
CS2	0.90	21.30				
CS3	0.87	18.05				
CS4	0.79	16.98				
Customer loyalty						
CL1	0.94	21.29	0.53	0.45	0.92	0.97
CL2	0.91	20.04				
CL3	0.72	16.04				
CL4	0.82	18.36				

Table 2 confirmed the discriminant validity. These results also demonstrated that all measures were reliable (Bagozzi and Yi, 1988). Means, standard deviations and correlations of latent variables are presented in details below. The results in Table 2 indicate that all correlations are significant.

Table 2: Means, standard deviations and correlations of study constructs

	Mean	SD	Attention to	Personnel	Customer	Customer

			customer	support	satisfaction	loyalty
Attention to customer	4.18	0.71	(0.95)			
Personnel support	4.22	0.82	0.86	(0.96)		
Customer satisfaction	4.63	0.78	0.61	0.78	(0.86)	
Customer loyalty	4.87	0.81	0.69	0.71	0.84	(0.81)

Notes: All correlations are significant at the 0.01 level (two-tailed test). SD: Standard Deviation. The numbers in the cells of diagonal line are squared root of AVE

Table 3: Path estimates of structural models

Hypothesis		Standardized path coefficients	t-values	Result
H1	Attention to customer → Customer satisfaction	0.29	5.69	Supported
H1a	Attention to customer → Customer loyalty	0.25	5.89	Supported
H2	Personnel support → Customer satisfaction	0.27	4.75	Supported
H2a	Personnel support → Customer loyalty	0.15	2.07	Supported
H3	Customer satisfaction → Customer loyalty	0.24	5.12	Supported

In the present study, the hypotheses were tested using structural equation modelling. Therefore, the fit indices values of the appropriate model, the values for path estimates are shown in table 3. Attention to customer influences customer satisfaction positively ($\beta = 0.29$ $p < 0.001$), supporting H1. Further, personnel support influences customer satisfaction positively ($\beta = 0.27$ $p < 0.001$), thereby supporting H2. At the same time, customer satisfaction was found to have a positive influence over customer loyalty ($\beta = 0.24$ $p < 0.001$), therefor H3 is accepted.

Table 4: Path estimates of structural models

	Standardized path coefficients value			
	Full mediation model		Partial mediation model	
	β	t-value	β	t-value
Attention to customer → Customer loyalty			0.25	5.89
Personnel support → Customer			0.15	2.07

loyalty

Attention to customer → Customer satisfaction	0.31	6.40	0.29	5.69
Personnel support → Customer satisfaction	0.54	12.60	0.27	4.75
Customer satisfaction → Customer loyalty	0.71	14.70	0.24	5.12

According to partial mediation model, attention to customer predicted customer satisfaction (β = 0.29 p < 0.001) and customer satisfaction predicted customer loyalty (β = 0.24 p < 0.001). These results show that although indirect effect of attention to customer on customer loyalty through mediation was 0.07 (β = 0.29 X 0.24 = 0.07 p < 0.001), the direct effect of attention to customer on customer loyalty was 0.25. The indirect effect is weaker than direct effect. Therefore, partially supported. According to partial mediation model (see Table 4), personnel support predicted customer satisfaction (β = 0.27 p < 0.001) and customer satisfaction predicted customer loyalty (β = 0.24 p < 0.01). This results show that although the indirect effect of personnel support on loyalty through mediation of customer satisfaction was 0.06 (β = 0.27 X 0.24 = 0.06 p < 0.001), the direct effect of personnel support on customer loyalty was 0.15 (p < 0.01). The direct effect is stronger than indirect effect. Both mediator resulted to partially supported.

V. Discussion and conclusions

The results indicate that both attention to customer and personnel support are important towards customer satisfaction. The fact is not many customer is expert in using and understand the right technique in using the equipment's or doing any exercises for the fitness purposes. At every time, customer needs attention from the service operator to guide them on the best method. The results indicate that direct relationship towards customer loyalty is stronger between attention to customer and personnel support. It means that those two elements are really important among the concerns among the visitors or members.

Customer requires both attention to customer and personnel support as the elements to being retain in the lifecycle. There could be other matters that is related to customer satisfaction but the two factors must be provided without fail to satisfied customer and to keep loyal. Industry players must rearrange their business policy and look after their customer experience or customer journey in their services. They need to ensure that they are focusing on customer and provide one to one supports to their customers rather than keeping the services standards to all. The fact is that, customer need personalized services and customized to their needs. Gone are the days that service provider can treat customers in the uniformity or standards rules and objectives. Today, customer is getting complicated therefore service provider need to work extra hard to fulfill their demand for the sake of business survival and long term profitable objectives.

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