

Service Quality, Customer Satisfaction, Consumer Behavior and Business Performance of Health and Fitness Center in Kuwait, UAE



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ABSTRACT: This study investigated the quality of service of the health and fitness center as assessed by the clients in terms of reliability, responsiveness, assurance, empathy, and tangibles; the clients' level of customers satisfaction on the services of the health and fitness center; the clients' consumer behavior towards the services of the health and fitness center; and the business performance of the health and fitness center in terms of customer loyalty and customer retention rate. Further, it probed the relationship between the quality of service and clients' level of customer satisfaction on the health and fitness center's services; between the clients' level of customer satisfaction and consumer behavior towards the health and fitness center's services; and between the quality of service and business performance of the health and fitness center. It also ascertained whether service quality, level of customer satisfaction and level of consumer behavior could predict the business performance of the health and fitness center.

This study utilized the descriptive-correlational research design, which involved 300 randomly selected clients of the Oxygen Gym Health and Fitness Center, in Kuwait, UAE.

Findings revealed that the respondent-clients 'strongly agree' with an overall average of 3.48 to the quality of service of the health and fitness center, the Oxygen Gym, as to its services. The respondent-clients' level of satisfaction on the services of health and fitness center was 'very high' with an overall weighted mean of 3.51. The respondent-clients 'strongly agree' with an average weighted mean of 3.50 to all the indicators of customer behavior, such as psychological, personal, social and cultural factors, towards the services of the health and fitness center. Results also revealed that the degree of customer loyalty as a qualitative measure of the Oxygen Gym's business performance was very high. Results also shown that there was a significant relationship between level of customer satisfaction and consumer behavior towards the health and fitness center's services

KEYWORDS: Keywords: Service Quality, Customer Satisfaction, Consumer Behavior, Business Performance, Health and Fitness Center, Oxygen Gym, Qualitative Research

INTRODUCTION

The global gym industry is worth \$96.7 billion in 2020, with more than 184 million gym members in total. The year 2020 is a proof to the growing gym industry trends where the global gym industry is worth \$96.7 billion (Stasha, 2021). Way back in 2018, the wellness industry valued at more than \$4 trillion according to figures from the Global Wellness Institute (GWI). The consumers' shifting involvement with their healthcare could be the reason for the development of a vast international wellness market. People, more than ever, have become conscious of their health and well-being – putting premium on lifestyle, personally attending to their health and investing money on their well-being. According to the GWI, "the wellness industry now accounts for over 5% of global economic output, yet the wellness market is often written off as a collection of fads" (Nelson, 2019). Despite the pandemic, consumers still go to the gyms not only because of the professional setup in gyms but because of the social experiences at gyms. Community in gym workouts is the top motivator for consumers to go to gyms (Kestenbaum, 2019). Thus, it is business as usual with management and staff ever conscious of the factors that will ensure business performance or commercial effectiveness to achieve pre-determined goals.

Such as factors include service quality, customer satisfaction and consumer behavior, among others. Service quality as defined by Borgave and Koranne (2016) as cited by Aristayasa, et al. (2019) is the comparison of customer expectations with service performance. It can be achieved by addressing problems and defining measures for quality service and outcomes. Thus,

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good service quality leads into customer satisfaction and makes firms competitive in the market. Customer Satisfaction refers to an individual's perception towards the quality of service or product they received in relation to their personal expectation (Tahanisaz & Shokuhyar, 2020). Consumer behavior refers to the actions and the decision processes of people who purchase goods and services for personal consumption. It refers, further, to the study of customers and how they behave while deciding to buy a product that satisfies their needs (as cited by Raither, 2018).

Business Performance, which is closely tied to commercial effectiveness, is the ability of a company to implement optimal organization with the aim of offering a product or service that meets the expectations of consumers and customers. Aside from the financial indicators, it can be measured in terms of non-financial indicators such as customer loyalty which is the act of choosing one company's products and services consistently over their competitors. When a customer is loyal to one company, they are not easily swayed by price or availability (Taysan and Duran, 2021); and customer retention which is the company's ability to turn customers into repeat buyers and prevent them from switching to a competitor. It indicates whether a company's product and the quality of its service please existing customers (Al-Gharaibah, 2020).

Research has shown the interrelationships of service quality, customer satisfaction and consumer behavior and their impact on business performance as measured in terms of non-financial indicators. For instance, Farooq et al. (2018) assessed the impact of the SERVQUAL provided by Malaysian Airlines on their customer satisfaction. Consequently, they found out that all five dimensions of AIRQUAL i.e., airline tangibles, terminal tangibles, personnel service, empathy, and image have a positive impact on their customer satisfaction. Similarly, Omar Ali and Abd Hakim Amir (2020) examined the relationship between service quality and customer satisfaction in postal service.. Their study revealed that all four service quality elements were positively associated with customer satisfaction with responsiveness and reliability mostly influencing it. Liu et al. (2021) examined the effect of tourism resource uniqueness and service quality to their customer behaviors such as word-of-mouth recommendations and feedback. The result of their study suggested that both resource uniqueness and service quality directly affect their customers' behavior. This means that quality service makes consumer have positive word-of-mouth recommendations and feedbacks.

The study of Nair (2017) focused on the impact of service quality on business performance in the hospitality industry in Qatar. The findings have confirmed the significant interrelationship of tangibles, reliability and empathy with financial, non-financial, and operational performance of the hospitality industry. Responsiveness and assurance had significant interrelationship with non-financial performance and operational performance respectively.

Macon (2020) found out that service quality is correlated with customer loyalty. This means that customers will continue their membership in health and fitness club if they perceived that they're receiving quality service. Othman et al. (2020), who examined the relationship between service quality and customer retention for clothing store brands in China, found out that customer perception of the quality of a service product in all sizes has a beneficial effect on customer retention.

Alves (2014) as cited by Chandra et al. (2018) concluded in his study that customer satisfaction has significant impact on customer loyalty. Nurmaliki and Riyanto (2020) proved that consumer behavior significantly impacted small and medium enterprises (SME's) performance amidst the COVID-19 pandemic. In this regard, they suggested various options to remain having competitive advantage towards other SMEs. Elestwani (2015) as cited by Elestwani (2018) also revealed how a customer's trust-related behavior can influence their loyalty to a business firm. Furthermore, Maria et al. (2018), identified the direct relationship between consumer behavior and business performance. They identified shopping experience, awareness on diverse pricing, privacy concerns, purchasing strategies, fair price perceptions, reprisal intentions, and self-protection as influencers of a client's behavior.

Evidently, a number of research have investigated the operations of health and fitness gyms, but no study has been conducted yet on service quality, customer satisfaction and consumer behavior as predictors of the business performance of Oxygen Gym, a reputable and the biggest health and fitness center in Adailyah, Kuwait, United Arab Emirates.

Thus, this study investigated service quality, customer satisfaction and consumer behavior as predictors of business performance of a Health and Fitness Center in Kuwait, UAE. It will probe the relationship between quality of service and clients' level of customer satisfaction on the health and fitness center's services; between clients' level of customer satisfaction and consumer behavior towards the health and fitness center's services; and quality of service and business performance of the health and fitness center. Further, it will ascertain whether service quality, level of customer satisfaction and level of consumer behavior can predict the business performance of the health and fitness center.

Findings of the study would serve as feedback to the Oxygen Gym instructors on their clients' perception of service quality, satisfaction, and consumer behavior from which they could learn and mull over continuous quality improvement strategies to further improve their services. Likewise, the Oxygen Gym manager can would a basis for policy decision-making relative to strategic initiatives towards the sustenance of the business performance and organizational growth.

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METHODOLOGY

This study utilized the descriptive-correlational research design. The population of this study consisted of 3,000 clients of the Health and Fitness Center, the Oxygen Gym, in Kuwait, UAE. Only 10% or 300 of the total population were taken as the sample respondents of the study

A researcher-made questionnaire was constructed for the purpose of generating the needed primary data. Part I dealt on the perceived quality of service of the Health and Fitness Center (HFC); Part II will cover the level of customer satisfaction of the HFC clients; Part III dwelt on the HFC clients' customer behavior; and Part IV focused on the HFC business performance as assessed by the clients based on non-financial indicators such as customer loyalty and customer retention rate. The self-made questionnaire went through a validation by a panel of experts - a researcher, a statistician, and a business professor, who scrutinized it and suggested some modifications for its improvement.

The researcher wrote a formal letter requesting the Manager of the Health and fitness Center, then wrote a letter to the identified client-respondents. Next he administered his survey questionnaire through online using Google form or in person, retrieved them, data were coded and treated statistically and interpreted.

The weighted mean, Pearson Product Moment Correlation and regression analysis were the statistical tools used in the treatment of data.

RESULTS AND DISCUSSIONS

Tables 1 to 5 present the quality of service of the health and fitness center in terms of reliability, responsiveness, assurance, empathy, and tangibility.

Table 1. Quality of Service of the Health and Fitness Center as assessed by Clients: Reliability

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. HFC counselors always stick to their words and serve you based on the special offers on the application date.	3.43	Strongly Agree	4
2. When you have a problem, HFC staffs show a sincere interest on solving it.	3.44	Strongly Agree	3
3. HFC staffs are reliable in providing service to member	3.47	Strongly Agree	2
4. HFC keeps members' record accurately.	3.53	Strongly Agree	1
Average	3.47	Strongly Agree	

As shown in Table 1, the respondents 'strongly agree' with an average weighted mean of 3.47 that the quality of service of the health and fitness center was 'very reliable'. Specifically, they 'strongly agree' with weighted means ranging from 3.43 to 3.53 that the center, Oxygen Gym, 'keeps the records of the members accurately' with a weighted mean of 3.53 (Rank 1), 'the staffs are liable in providing service to the members' with a weighted mean of 3.47 (Rank 2), 'when a member has a problem, the staffs show a sincere interest on solving them' with a weighted mean of 3.44 (Rank 3), and 'the center's counselors always stick to their words and serve them based on the special offers on the application date' with a weighted mean of 3.43 (Rank 4).

This means the Oxygen Gym possessed the ability to deliver service dependably and accurately. Reliability is the ability to perform the promised service dependably and accurately. Thus, the reliability of the health and fitness center involves on time performance, dependable service, understand members' need and keep accurate records of their members (Klokkenga, 2020; Bhasin, 2021; Kobiruzzaman, 2022).

Table 2. Quality of Service of the Health and Fitness Center as assessed by Clients: Responsiveness

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. HFC employees handle your problems immediately.	3.50	Strongly Agree	1.5
2. HFC employees are eager to listen and solve problems.	3.43	Strongly Agree	4

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3. HFC employees pay attention to your concerns and understand your problems.	3.49	Strongly Agree	3
4. HFC employees have never been too busy to respond to your requests.	3.50	Strongly Agree	1.5
Average	3.48	Strongly Agree	

As indicated in Table 2, the respondents 'strongly agree' with an average weighted mean of 3.48 that the quality of service of the health and fitness center was 'very responsive'. In particular, they 'strongly agree' with weighted means ranging from 3.43 to 3.50 that the center's 'employees handle the clients' problems immediately' and 'have never been too busy to respond to their requests', each with a weighted mean of 3.50 (Rank 1.5), 'the employees pay attention to their concerns and understand their problems' with a weighted mean of 3.49 (Rank 3), and 'the employees are eager to listen and solve problems' with a weighted mean of 3.43 (Rank 4).

This means the Oxygen Gym's employees had the willingness to provide timely and efficient service for their clients. Responsiveness is the willingness to help customers and provide prompt service. Responsiveness, as a quality service indicator for a business such as a health and fitness center, is associated with the employees' ability and attitude toward solving requests, questions and complaints of clients promptly and attentively (Klokkenga, 2020; Bhasin, 2021; Kobiruzzaman, 2022).

Table 3. Quality of Service of the Health and Fitness Center as assessed by Clients: Assurance

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. HFC staffs are consistently courteous.	3.51	Strongly Agree	2
2. HFC staffs have knowledge, capability, and skill in their job responsibilities.	3.39	Strongly Agree	4
3. HFC class instructors are always aware of members' safety while class exercises are being conducted.	3.55	Strongly Agree	1
4. You are safe while attending class exercises under class instructor's supervision.	3.50	Strongly Agree	3
Average	3.49	Strongly Agree	

As presented in Table 3, the respondents 'strongly agree' with an average weighted mean of 3.49 that they were 'highly assured' of the quality of service of the health and fitness. As indicated, they 'strongly agree' with weighted means ranging from 3.39 to 3.55 that the center's 'class instructors are always aware of members' safety while class exercises are being conducted' with a weighted mean of 3.55 (Rank 1), 'staffs are consistently courteous' with a weighted mean of 3.51 (Rank 2), 'they are safe while attending class exercises under class instructor's supervision' with a weighted mean of 3.50 (Rank 3), and 'staffs have knowledge, capability, and skill in their job responsibilities' with a weighted mean of 3.39 (Rank 4).

This means Oxygen Gym and its staffs demonstrated the ability to convey trust and confidence to its clients, such as the knowledge and competence to answer questions. Assurance is the knowledge and courtesy of employees and their ability to convey trust and confidence. As a dimension of quality, it means further that the gym's clients could perceive the courtesy and credibility of the staffs (Klokkenga, 2020; Bhasin, 2021; Kobiruzzaman, 2022).

Table 4. Quality of Service of the Health and Fitness Center as assessed by Clients: Empathy

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. HFC gives you personalized attention while providing services.	3.55	Strongly Agree	1
2. HFC has operation hours convenient to all their customers	3.35	Strongly Agree	4
3. HFC has staffs who give members personal attention.	3.54	Strongly Agree	2
4. HFC staffs understand the specific needs of their customers.	3.52	Strongly Agree	3
Average	3.49	Strongly Agree	

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As reflected in Table 4, the respondents 'strongly agree' with an average weighted mean of 3.49 that they strongly felt the 'empathy' of the instructors and staffs the health and fitness center. Specifically, they 'strongly agree' with weighted means ranging from 3.35 to 3.55 that the center 'gives them personalized attention while providing services' with a weighted mean of 3.55 (Rank 1), the center 'has staffs who give members personal attention with a weighted mean of 3.54 (Rank 2), 'the staffs understand the specific needs of their customers' with a weighted mean of 3.52 (Rank 3), and 'the center has operation hours convenient to all their customers with a weighted mean of 3.35 (Rank 4).

This implies that the instructors and staffs of the Oxygen Gym were able to provide treatment that is individualized care and attention to center members, such as personalized attention; and staffs understand the needs of individual members. Empathy is the caring, individualized attention the firm provides its customers. As a dimension of service quality, it is regarded as a very important factor in the competitive market of fitness providers (Klokkenga, 2020; Bhasin, 2021; Kobiruzzaman, 2022).

Table 5. Quality of Service of the Health and Fitness Center as assessed by Clients: Tangibles

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. HFC has modern equipment.	3.57	Strongly Agree	1
2. HFC provides a variety of class exercises.	3.36	Strongly Agree	4
3. The design of HFC facilities is striking	3.56	Strongly Agree	2
4. Employees of HFC are neat and appealing.	3.48	Strongly Agree	3
Average	3.49	Strongly Agree	

As gleaned from Table 5, the respondents 'strongly agree' with an average weighted mean of 3.49 to the 'tangibles' of the services, physical facilities and equipment of the health and fitness center. Specifically, they 'strongly agree' with weighted means ranging from 3.36 to 3.57 that the center 'has modern equipment' with a weighted mean of 3.57 (Rank 1), 'the design of the center facilities is striking with a weighted mean of 3.56 (Rank 2), 'the employees of center are neat and appealing' with a weighted mean of 3.48 (Rank 3), and 'the center 'provides a variety of class exercises' with a weighted mean of 3.36 (Rank 4).

This implies that the clients or customers of the Oxygen Gym were attracted and drawn to its modern equipment, well-designed club, neat and well-dressed staffs and a variety of class exercises. Tangibles as a dimension of service quality refer to physical facilities, equipment, appearance of the staff, communication materials in service process, etc. Attention to appearance can indicate that a company takes customer comfort seriously (Klokkenga, 2020; Bhasin, 2021; Kobiruzzaman, 2022).

Table 6. Composite Table for the Quality of Service of the Health and Fitness Center as assessed by Clients

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Reliability	3.47	Strongly Agree	5
2. Responsiveness	3.48	Strongly Agree	4
3. Assurance	3.49	Strongly Agree	2
4. Empathy	3.49	Strongly Agree	2
5. Tangibles	3.49	Strongly Agree	2
Overall Weighted Mean	3.48	Strongly Agree	

As shown in Table 6. the respondent-clients 'strongly agree' with an overall average of 3.48 to the quality of service of the health and fitness center, the Oxygen Gym, as to its services. From the five (5) indicators of service quality, "assurance", "empathy" and "tangibles", each with a weighted mean of 3.49 were equally ranked #2. Ranked # 4 was "responsiveness" with a weighted mean of 3.48; and ranked #5 was "reliability" with a weighted mean of 3.47. This means that the respondent-clients clearly put premium on the staff's courtesy and credibility, on the staff's individualized and personalized attention, staff's appearance and on the facilities and equipment.

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2. Level of Customer Satisfaction on the HFC Services

Table 7. Clients' Level of Customer Satisfaction on the Services of the Health and Fitness Center

	Indicators	Weighted Mean	Verbal Interpretation	Rank
Facilities & Equipment	1. Proper facilities	3.47	Very High	7
	2. Quality of equipment	3.50	Very High	3
	3. Hygiene and cleanliness	3.48	Very High	6
	4. Credibility	3.49	Very High	4.5
	5. Spacious changing rooms	3.49	Very High	4.5
	6. Coherent design	3.53	Very High	2
	7. Prestige	3.54	Very High	1
	Average	3.50	Very High	4
Innovation & Services	1. Economical prices	3.62	Very High	1
	2. Innovative services	3.38	Very High	7
	3. Capacity to solve problems	3.58	Very High	2
	4. Innovative equipment	3.54	Very High	3
	5. Parking services	3.48	Very High	6
	6. Offered additional entertainment	3.53	Very High	4
	7. Pleasant environment	3.52	Very High	5
	Average	3.52	Very High	2
Personnel	1. Politeness of instructors & staff	3.60	Very High	1
	2. Accuracy of information provided by the instructors	3.37	Very High	7
	3. Performance of instructors when facing problems & complaints	3.55	Very High	3
	4. Competence of instructors	3.47	Very High	5.5
	5. Number of instructors available	3.47	Very High	5.5
	6. Fitness Instructor Service/Helpfulness	3.53	Very High	4
	7. Reception Service/Helpfulness	3.56	Very High	2
	Average	3.51	Very High	3
Accessibility	1. Location of the gym	3.60	Very High	1
	2. Easy access to the gym	3.47	Very High	2
	Average	3.54	Very High	1
	Overall Weighted Mean	3.51	Very High	

As presented in Table 7, the respondent-customers' level of satisfaction on the services of health and fitness center was 'very high' with an overall weighted mean of 3.51. This means that the customers had very high degree of fulfillment. They were pleased and content with what has been experienced and received from the services of the health and fitness center along accessibility, innovation and services, personnel, and facilities and equipment of Oxygen Gym.

Specifically, they were 'very highly' satisfied with the HFC's 'accessibility' with an average weighted mean of 3.54 (Rank 1) due to the location of the gym (WM=3.60) and the easy access to the gym (WM=3.47). Likewise, they were 'very highly' satisfied with the HFC's 'innovation and services' with an average weighted mean of 3.52 (Rank 2) because of its economical prices

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(WM=3.62), capacity to solve problems (WM=3.58), innovative equipment (WM=3.54), offered additional entertainment (WM=3.53), pleasant environment (WM=3.52), parking services (WM=3.48), and innovative services (WM=3.38).

Further, they were 'very highly' satisfied with the HFC's 'personnel' with an average weighted mean of 3.51 (Rank 3) due to the politeness of instructors and staff (WM=3.60), reception service/helpfulness (WM=3.56), performance of instructors when facing problems and complaints (WM=3.55), fitness instructor service/helpfulness (WM=3.53), competence of instructors (WM=3.47), number of instructors available (WM=3.47), and accuracy of information provided by the instructors (WM=3.37).

Finally, they were 'very highly' satisfied with the HFC's 'facilities and equipment' with an average weighted mean of 3.50 (Rank 4) because of prestige (WM=3.54), coherent design (WM=3.53), quality of equipment (WM=3.50), credibility (WM=3.49), spacious changing rooms (WM=3.49), hygiene and cleanliness (WM=3.48), and proper facilities (WM=3.47).

The study's findings find support in the study of Uğurlu (2018), which determined the satisfaction levels of individuals who go to fitness centers. In the study, it was discovered that the participants determined the trainers' attitude to be the most positive perception while the hygiene was the most negative perception. In the analysis of the customer satisfaction in terms of the personal information, it was determined that females' trainer perception was lower compared to men and high school graduate individuals' atmosphere perception was lower compared to the other individuals.

Table 8. Clients' Consumer Behavior towards the Services of the Health and Fitness Center

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. I consider affordability as a factor for fitness club choice.	3.49	Strongly Agree	11
2. I consider convenience as a factor for fitness club choice.	3.42	Strongly Agree	15
3. I consider facilities as a factor for fitness club choice.	3.49	Strongly Agree	11
4. I want to improve my health	3.48	Strongly Agree	13.5
5. I want to lose weight	3.53	Strongly Agree	4.5
6. I want to improve my body image	3.54	Strongly Agree	1.5
7. I decide to use a fitness club based on price.	3.52	Strongly Agree	7
8. I decide to use a fitness club based on convenience	3.49	Strongly Agree	11
9. I decide to use a fitness club based on facilities	3.50	Strongly Agree	8.5
10. Health and fitness helps me to relax and unwind	3.53	Strongly Agree	4.5
11. Health and fitness gives me time to socialize	3.48	Strongly Agree	13.5
12. Health and fitness with peer group helps me reduce anxiety	3.54	Strongly Agree	1.5
13. Health/appearance benefits can be derived from health and fitness	3.53	Strongly Agree	4.5
14. Proper time management enable me to integrate health and fitness with my lifestyle	3.50	Strongly Agree	8.5
15. Convenience enables me to integrate health and fitness in my daily/weekly routines	3.53	Strongly Agree	4.5
Average	3.50	Strongly Agree	

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As reflected in Table 8, the respondent-customers 'strongly agree' with an average weighted mean of 3.50 to all the indicators of customer behavior towards the services of the health and fitness center. This means that their behaviors were influenced by psychological, personal, social and cultural factors as consumers of the services of the center. Specifically, they 'strongly agree' with weighted means ranging from 3.42 to 3.54 to the indicators that 'I want to improve my body image' and 'health and fitness with peer group helps me reduce anxiety' (Rank 1.5), 'I want to lose weight', 'Health and fitness helps me to relax and unwind', 'Health/appearance benefits can be derived from health and fitness', and 'Convenience enables me to integrate health and fitness in my daily/weekly routines' (Rank 4.5). Further, they 'strongly agree' to the following indicators: 'I want to improve my health' and 'Health and fitness gives me time to socialize' (Rank 13.5), and I consider convenience as a factor for fitness club choice (Rank 15).

Table 9. Business Performance of the Health and Fitness Center: Customer Loyalty and Customer Retention

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Recommend Oxygen Gym's facilities and services to others – a family member or friend.	4.23	Very High	2
2. Visit Oxygen Gym again for follow-up exercise classes and other services	4.23	Very High	2
3. Choose Oxygen Gym for future health and fitness services	4.23	Very High	2
Average	4.23	Very High	

The degree of customer loyalty was used as a qualitative measure of Oxygen Gym's business performance. As shown in Table 9, the customers' degree of loyalty was 'very high' with an average weighted mean of 4.23. They intimated that they would 'recommend Oxygen Gym's facilities and services to others – a family member or friend', 'visit Oxygen Gym again for follow-up exercise classes and other services' and 'choose Oxygen Gym for future health and fitness services', each with a weighted mean of 4.23 (Rank 2).

Further, the customer retention rate was computed for calendars years 2018-2019, 2019-2020 and 2020-2021 resulting in a retention rate of 100%, 72% and 80% respectively (see appendix __). Thus, the business performance of Oxygen Gym, a 7-star health and fitness center, could be characterized as highly effective commercially.

The study finding finds support in the observation of Srivastava and Rai (2018) that a loyal relationship characterized by preference, patronage and premium is developed based on a high degree of customer satisfaction, coupled with the customer's emotional attachment, and forged by an enduring association between the company and its customers.

Table 10. Relationship between Quality of Service and Clients' Level of Customer Satisfaction on the Health and Fitness Center's Services

Quality of Service	Pearson r	p-value	Interpretation
Reliability	0.976** High Correlation	0.000	Significant
Responsiveness	0.971** High Correlation	0.000	Significant
Assurance	0.971** High Correlation	0.000	Significant
Empathy	0.978** High Correlation	0.000	Significant
Tangibles	0.981** High Correlation	0.000	Significant
** Significant @ 0.01			

As presented in Table 10, the health and fitness center's quality of service significantly correlated with the level of customer satisfaction on the services shown by the Pearson r values of 0.976 for reliability, 0.971 for responsiveness, 0.971 for assurance, 0.978 for empathy, and 0.981 for tangibles and their corresponding computed p-values of 0.000 which were all less

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than the 0.01 level of significance. This means that the more the customers or clients agree or attest to the quality of service of Oxygen Gym, the higher is their level of customer satisfaction on its various services.

The study's finding on the significant correlation between the health and fitness center's quality of service level of customer satisfaction on its services is affirmed by Pradeep et al. (2020), who analyzed the factors in customers' perception of service quality and its relation to customer satisfaction and retention. It was revealed in his study that although a high service quality index score and customer satisfaction indicated the drive for customer retention, the steady-state matrix apparent in the second year in a Markov analysis suggests that firms focus on improvising their marketing mix to increase customers' spending time in fitness centers and maximize customers' satisfaction with the main purpose of their visit, their own wellbeing and stress reduction.

Table 11. Relationship between Clients' Level of Customer Satisfaction and Consumer Behavior towards the Health and Fitness Center's Services

	Pearson r	p-value	Interpretation
Clients' Level of Customer Satisfaction and Consumer Behavior towards the Health and Fitness Center's Services	0.984** High Correlation	0.000	Significant
** Significant @ 0.01			

As indicated in Table 11, there was a significant relationship between level of customer satisfaction and consumer behavior towards the health and fitness center's services as indicated by the Pearson r of 0.984 and the computed p-value of 0.000 which was less than 0.01 level of significance. This means that customer behavior was dependent on their level of satisfaction on the center's services.

Table 12. Relationship between Quality of Service and Business Performance (Loyalty). of the Health and Fitness Center

Quality of Service	Pearson r	p-value	Interpretation
Reliability	0.961** High Correlation	0.000	Significant
Responsiveness	0.958** High Correlation	0.000	Significant
Assurance	0.958** High Correlation	0.000	Significant
Empathy	0.962** High Correlation	0.000	Significant
Tangibles	0.969** High Correlation	0.000	Significant
** Significant @ 0.01			

As reflected in Table 12, the quality of service of the health and fitness center significantly correlated with business performance particularly with its indicator customer loyalty as shown by the Pearson r values of 0.961 for reliability, 0.958 for responsiveness, 0.958 for assurance, 0.962 for empathy, and 0.969 for tangibles and their corresponding computed p-values of 0.000 which were all less than 0.01 level of significance. This implies that the more the customers agree or attest to the quality of service of Oxygen Gym by patronizing its services, the better is the business performance of the gym in terms of customer loyalty.

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Table 13. Stepwise Regression between Service Quality, Level of Customer Satisfaction, Consumer Behavior and Business Performance of the Health and Fitness Center

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.671	.273		2.460	.015
	Tangibles	1.019	.077	.652	13.259	.000
a. Dependent Variable: Loyalty						
r = 0.652 ^a						
F = 175.792; p = 0.000						

As gleaned from Table 13, the quality of service in terms of tangibles predicted the business performance in terms of loyalty. The probability value of 0.000 was less than the 0.01 significance level. In addition, there was a correlation between the two variables of the study. A value of 0.652 indicates a moderate level of prediction of customer loyalty as an indicator of business performance. Further, the F-value of 175.792 with probability value of 0.000 which is less than the 0.05 significance level shows that the independent variable quality of service in terms of tangibles statistically significantly predicted the dependent variable customer loyalty as an indicator of business performance. This means that the more the customers agree or attest to the quality of service rendered by Oxygen Gym along tangibles, the higher is the customers' degree of loyalty which could result in the gym's being commercially effective. Only the tangibles predicted HFC's business performance with customer loyalty as an indicator.

CONCLUSION AND RECOMMENDATION

In conclusion, (1) the Oxygen Gym has the ability to deliver service dependably and accurately. Its employees have the willingness to provide timely and efficient service for their clients and demonstrate the ability to convey trust and confidence to its clients, such as the knowledge and competence to answer questions. The instructors and staffs are able to provide treatment that is individualized care and attention to center members, such as personalized attention; and staffs understand the needs of individual members. The clients or customers are attracted and drawn to its modern equipment, well-designed club, neat and well-dressed staffs and a variety of class exercises, (2) the clients have very high degree of fulfillment and are very pleased and content with what has been experienced and received from the services of the health and fitness center along accessibility, innovation and services, personnel, and facilities and equipment of Oxygen Gym, (3) the clients' behavior is influenced by psychological, personal, social and cultural factors as consumers of the services of the center, (4) the business performance of Oxygen Gym, a 7-star health and fitness center, can be characterized as highly effective commercially based on the clients' very high degree of loyalty and on its customer retention rate for the past three (3) years, (5) the more the customers or clients agree or attest to the quality of service of Oxygen Gym, the higher is their level of customer satisfaction on its various services; the more they agree or attest to the quality of service of Oxygen Gym, the better is the business performance of the gym in terms of customer loyalty; and that customer behavior is dependent on their level of satisfaction on the center's services, and (6) the more the customers or clients agree or attest to the quality of service rendered by Oxygen Gym along tangibles, the higher is the customers' degree of loyalty which can result in the gym's being commercially effective. Thus, tangibles as a quality service indicator appear to be a predictor of business performance based on the degree of customer loyalty.

Based on the findings and conclusions of the study, the researcher recommends the following: (1) since the clients of Oxygen Gym clearly put premium on the staff's courtesy and credibility, on the staff's individualized and personalized attention, staff's appearance and on facilities and equipment, which all fall under the quality service indicators of assurance, empathy and tangibles, management should continually sustain its staff development program on personal development and customer relations; and maintain its state-of-the-art facilities and equipment to stay on top as a reputable and the biggest health and fitness club in Kuwait, (2) though the clients expressed a very high level of satisfaction on the services of Oxygen |Gym, management should include in its continuous quality improvement plan the maintenance of the gym's hygiene and cleanliness 24/7. Expansion of facilities like a bigger pool, spa and restaurant may be considered. Amid the pandemic, innovative services like online booking may be explored and adopted, (3) the marketing department of Oxygen Gym should consider the factors that inhibit or drive clients to avail of the gym's services such psychological, personal, social and cultural factors. Knowledge on these factors is important in the formulation of marketing strategies to attract more clients. For instance, improving one's body image and being with peers in the gym to reduce anxiety were found to be drivers or motivators to go to the gym, (4) customer loyalty and customer

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retention rate are two qualitative measures used in determining business performance. Such was the case for Oxygen Gym which was found to be a commercially effective. In the future, Oxygen Gym, if possible, may look into its financial statements to quantitatively measure business success. A combination of both qualitative and quantitative may ideally be considered, (5) since in the case of Oxygen Gym, customer satisfaction and business performance were very highly associated with the quality of services, the management and its personnel should revisit the indicators of quality services and the gym's services such facilities and equipment, innovation and services, personnel, and accessibility and identify areas for improvement like the expansion of facilities (ex. upgrading of diet center), offering innovative services (ex. downloadable online programs), and looking into the accuracy of information provided by instructors, etc., and (6) tangibles among other service quality indicators singly predicted HFC's business performance with customer loyalty as an indicator. Since the Oxygen Gym is a 7-star health and fitness center with rich Kuwaiti clients, they put more premium on the design of the gym, physical facilities, modern equipment, and a variety of class exercises. Thus, it behooves management to regularly maintain a state-of-the-art gym by continuously expanding and re-designing its facilities, acquiring new equipment and innovating its services tapping online platforms to be able to retain its customers, stay competitive, and discourage the entry of new competitors.

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