

CHAPTER 2

LITERATURE REVIEW

2.1. Theoretical Background

2.1.1. Fitness Center

Fitness centers are a major component for each individual to enjoy the experience of enjoying diverse sports activities in an empirical space (Jeon et al., 2018). In other words, a sports center is to improve members' health, strength, enjoy, relax, and mix with other gym members (Haro-González et al., 2018). Customers seek a fitness center to improve their health and achieve certain goals. Cepeda-Carrión et al. (2018) believes that a fitness center based on customers' perspective, it is a place for sports experience for creating and developing sports value through direct and indirect contact.

The main purpose of the fitness center is to fulfill individuals' desire to improve their health, exercise, and do physical fitness (Yildiz et al., 2022). By understanding the facilities and services that a fitness center has offered, it could retain the members or attract new customers (Foroughi et al., 2019). Therefore, the facilities and services could influence customers' decision towards the chosen fitness center.

2.1.2. Process Quality

The most critical success factor of a company to maximize their competitive advantage is by identifying their process quality (Sevilmiş et al., 2022). Process quality is also known as service quality (Foroughi et al., 2019). Foroughi et al. (2019) stated that process quality is the interactions between the customer and the employees, the supporting services, and the facilities that are offered. According to (Jiang, 2019), employee helpfulness is defined as employee services providing help to the customers and shows a willingness to serve them.

Sheikh et al. (2019) showed the fundamental standard and quality to create a product is called process quality. Then, one of the factors for purchasing decisions of the customers is based on the quality of the process. Furthermore, Thakur (2010)

stated that process quality management should be installed and managed to build the quality output. When the customers revisit the company and purchase the product or service, it means that the company has great process quality (Chen & Kao, 2010). Hence, in this context of the research, which is talking about fitness centers, process quality is how the facilities and services are looked after by the company to help the customers to achieve their goals.

2.1.3. Outcome Quality

According to Xu et al. (2021), the main factor of success in the fitness industry is to have a strong retention with the customers. Outcome quality means what customers have received of the products or services at the end of the transaction (Foroughi et al., 2019). Outcome quality could be achieved by the customers when the evaluation of the service quality is great (Chen & Kao, 2010).

Moreover, outcome quality could be stated as customer expectation, considering it has the same understanding of the products and services that have been offered by the company that could achieve the demand and need by the customers (Ok et al., 2018). Hence, in this context of the research, which is talking about fitness centers, the quality of the outcome is what the members of the fitness center felt when they achieved their goals from the activities they did at the fitness centers.

2.1.4. Customer Satisfaction

There are a variety of studies about customer satisfaction that could support this research. According to Kotler & Keller (2016), satisfaction means the feelings of pleasure or disappointment from the customers when they receive a product or service regarding their expectations. A company's future profit and revenue are viewed by how satisfied the customers and that is shown by the behavior and repurchase intentions (Qin & Prybutok, 2009). Customer's commitment towards fitness centers by ensuring the improvement of customers' delight (Foroughi et al.,

2019). Moreover, according to Barnes & Krallman (2019), the dissatisfaction of customers is shown when the performance of the company is below expectations.

On the other hand, customers' satisfaction means the performance meets their expectations (Barnes & Krallman, 2019). Satisfaction is the evaluation after consumption by affective and cognitive factors (Haro-González et al., 2018). Customers' well-balanced lives and employees' happiness could ensure customer satisfaction (Yildiz et al., 2022). Hence, in this context of the research, which is talking about fitness centers, customer satisfaction is the members are satisfied with the facilities or services that are offered by the fitness centers.

2.1.5. Customer Delight

According to Barnes & Krallman (2019), customer delight is reached when the customers' expectations far meet the company's performance. Customer delight is also defined as the emotions of thrill, joy, euphoria, or excitement from the customers (Torres & Kline, 2013). Customer delight could have a great impact to the companies.

The company's long-term success could be affected by the customers' delight (Foroughi et al., 2019). If the company could give what they promise or more, they could achieve delighting customers (Kotler & Keller, 2016). Delighted customers can give more profit for the company (Torres & Kline, 2013). Hence, in this context of the research, which is talking about fitness centers, customer delight is that the members are happy when they do their activities in the fitness centers.

2.1.6. Behavioral Intention

Behavioral intention is whether the customers are willing to return to the company or program or facility (Baker & Crompton, 2000). Ongsakul et al. (2021) stated that the customer's behavioral intention includes spreading positive word-of-mouth, making a transaction on products or services, and remaining loyal.

Ardani et al. (2019) stated that behavioral intention also represents customer loyalty and experience. Moreover, the customer's actions, feelings, and thoughts

towards the company are the factors for achieving behavioral loyalty (Foroughi et al., 2019). Hence, in this context of the research, which is talking about fitness centers, behavioral intention means the loyalty and behavior of the member towards the fitness centers.

2.2. Previous Studies

Table 2.1.
Previous Studies

No.	Title and Author (Year)	Variable	Analysis Tool (Method)	Conclusion
1.	Examining relationships among process quality, outcome quality, delight, satisfaction and behavioural intentions in fitness centres in Malaysia Foroughi et al. (2019)	1. Process quality 2. Outcome quality 3. Delight 4. Satisfaction 5. Behavioral intentions	Partial Least Squares (PLS) technique.	This research shows that the process quality and outcome quality had a significant effect on customer delight and satisfaction. Also, customer delight influenced customers' satisfaction and behavioral intention.
2.	Relationships between process quality, outcome quality, satisfaction, and behavioural intentions for online travel agencies – evidence from Taiwan Chen & Kao (2010)	1. Process quality 2. Outcome quality 3. Satisfaction 4. Behavioral Intentions	Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) using LISREL 8.30 application.	This research shows that: 1. E-service process quality to e-service outcome quality (supported). 2. E-service process quality to satisfaction (supported). 3. E-service process quality to behavioural intentions (rejected). 4. E-service outcome quality to satisfaction (supported). 5. E-service outcome quality to behavioural intentions (rejected). 6. Satisfaction to behavioural intentions (supported).

No.	Title and Author (Year)	Variable	Analysis Tool (Method)	Conclusion
3.	Service quality, customer satisfaction, and behavioral intention in fast-food restaurants Qin & Prybutok (2009)	1. Service quality 2. Customer satisfaction 3. Behavioral intention	Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA).	This research shows that: 1. Customer satisfaction has a direct and positive influence on behavioral intention. 2. Service quality has a direct and positive influence on customer satisfaction. 3. Food quality has a direct and positive influence on customer satisfaction. 4. Perceived value has no significant influence on customer satisfaction.
4.	The impact of outcome quality, interaction quality, and peer-to-peer quality on customer satisfaction with a hospital service Choi & Kim (2013)	1. Outcome quality 2. Interaction quality 3. Peer-to-peer quality 4. Customer satisfaction 5. Customer loyalty (moderator)	Structural Equation Modeling (SEM).	This research shows that the variable of outcome quality, interaction quality, and peer-to-peer quality perceptions significantly influence customer satisfaction, hence, greatly influences customer loyalty. Therefore, outcome quality, interaction quality, and peer-to-peer quality should be considered pivotal elements in creating customer satisfaction and that customer satisfaction should be treated as a strategic variable to enhance customer loyalty.
5.	Reassessing the Foundations of Customer Delight.	1. Surprising consumption 2. Disconfirmation	Structural Equation Modeling (SEM).	This research shows that: First, it extends support for the conceptualization of customer delight and customer satisfaction as

No.	Title and Author (Year)	Variable	Analysis Tool (Method)	Conclusion
	Finn (2005)	3. Arousal 4. Positive affect 5. Customer delight 6. Customer satisfaction 7. Intention		distinct constructs from involving entertainment services to more mundane visits to consumer Websites. Second, there is no evidence to support the view that customer delight is simply capturing a nonlinearity in the effect of customer satisfaction on intention. The distinct delight and satisfaction constructs are at the heart of separate emotional and cognitive response sequences that can influence behavioral intention. Third, most of the ORV model relationships generalize from entertainment services to visits to consumer Websites and over assumptions about measurement error. Fourth, addressing the measurement issues alone cannot resolve the inconsistencies that ORV found in the effects of customer delight on intention between the theme park and the symphony. Finally, our results do not support the speculation that delight will only have a significant impact on intention for services that can be assumed to generate high levels of involvement.
6	Effect of Service Quality on Customer Satisfaction, Customer Delight and	1. Service quality 2. Customer satisfaction	Structural Equation Modeling (SEM) using Partial Least	This research shows that: 1. Service quality has a positive and significant impact on customer satisfaction.

No.	Title and Author (Year)	Variable	Analysis Tool (Method)	Conclusion
	Customer Loyalty (Study on LPD Desa Adat Sembung and LPD Desa Adat Seseh). Desiyanti et al. (2018)	3. Customer delight 4. Customer loyalty	Squares (PLS) technique.	2. Service quality has a positive and significant impact on customer delight. 3. Service quality has a positive and significant impact on customer loyalty. 4. Customer satisfaction has a positive and significant impact on customer loyalty. 5. Customer delight has a positive and significant impact on customer loyalty.
7	A Cognitive Appraisal Process of Customer Delight: The Moderating Effect of Place Identity. Jiang (2019)	1. Authenticity 2. Employee helpfulness 3. Customer delight 4. Positive word of mouth (PWOM)	Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) in SPSS software.	This research shows that: 1. The relation of authenticity and customer delight is positive and significant. 2. The relation of employee helpfulness and customer delight is positive and significant. 3. The relation of customer delight and PWOM is positive and significant. 4. The relation of authenticity and customer delight to PWOM is positive and significant. 5. The relation of employee helpfulness and customer delight to PWOM is positive and significant.

No.	Title and Author (Year)	Variable	Analysis Tool (Method)	Conclusion
8	Service Delivery, Customer Satisfaction and Customer Delight in the Real Estate Business. Evidence from Elite Kingdom Investment and Consulting Company Ghana. Preko et al. (2014)	1. Service delivery 2. Customer satisfaction 3. Customer delight	SPSS software version 20.	This research shows that customer satisfaction and customer delight have a significant effect. Service delivery is significant to customer satisfaction and customer delight. Also, this research revealed that there is a positive correlation between service delivery and satisfaction; and customer satisfaction and customer delight.
9	Service Quality and Customer Loyalty in Ghana's Hotel Industry: The Mediation Effects of Satisfaction and Delight. Anabila et al. (2022)	1. Service quality 2. Customer satisfaction 3. Customer delight 4. Customer loyalty	Structural Equation Modeling (SEM) using Partial Least Squares (PLS) technique.	This research shows that: 1. Service quality has a positive and significant relationship on customer satisfaction. 2. Service quality has a positive and significant relationship on customer delight. 3. Service quality has a negative and insignificant relationship on customer loyalty. 4. Service quality has a positive and significant relationship on customer satisfaction with customer loyalty as mediation.

No.	Title and Author (Year)	Variable	Analysis Tool (Method)	Conclusion
				5. Service quality has a positive and significant relationship on customer delight with customer loyalty as mediation.
10	Assessing the effects of service quality and justice on customer satisfaction and the continuance intention of mobile value-added services: An empirical test of a multidimensional model. Zhao et al. (2012)	1. Interaction quality 2. Environment quality 3. Outcome quality 4. Interactional justice 5. Procedural justice 6. Distributive justice 7. Transaction-specific satisfaction 8. Cumulative satisfaction	Structural Equation Model (SEM) and Confirmatory Factor Analysis (CFA) using LISREL 8.52	This research shows that there are significant effects on several variables, such as: interaction quality and transaction-specific satisfaction; interaction quality and cumulative satisfaction; environment quality and cumulative satisfaction; outcome quality and cumulative satisfaction; interactional justice and cumulative satisfaction; and distributive justice and cumulative satisfaction. However, this research also found there are insignificant effects on several variables, such as: environmental quality and transaction-specific satisfaction; outcome quality and transaction-specific satisfaction; procedural justice and transaction-specific satisfaction; and procedural justice and cumulative satisfaction.

2.3. Hypothesis Development

The services or products affect the satisfaction of the members. According to Foroughi et al. (2019), the process quality has a positive significant impact on customer satisfaction towards fitness centers. The findings also align with Chen et al. (2010) which stated that the process quality has a positive effect on customer satisfaction towards DF Fit Club and Optimum Fitness. Qin et al. (2009) implied that service quality has a direct and positive influence on customer satisfaction. Moreover, Desiyanti et al. (2018) and Anabila et al. (2022) examined that service quality has a positive and significant impact on customer satisfaction.

H1: Process quality has positive impact on customer satisfaction towards fitness center

Process quality has a positive significant impact on customer delight towards fitness centers in Malaysia (Foroughi et al., 2019). Desiyanti et al. (2018) and Anabila et al. (2022) also found that service quality has a positive and significant impact on customer delight. Same with the research by Jiang (2019) which concludes the relation of employee helpfulness to customer delight has a positive and significant impact.

H2: Process quality has positive impact on customer delight towards fitness center

The outcome quality has a positive significant impact on customer satisfaction towards fitness centers (Foroughi et al., 2019). Chen et al. (2010) stated that outcome quality has a positive effect on customer satisfaction. According to Qin et al. (2009), service quality has a direct and positive influence on customer satisfaction. Based on Choi & Kim (2013), outcome quality should be considered a pivotal element in creating customer satisfaction and that customer satisfaction should be treated as a strategic variable to enhance customer loyalty.

H3: Outcome quality has positive impact on customer satisfaction towards fitness center

Outcome quality has a positive significant impact on customer delight towards several fitness centers in Malaysia (Foroughi et al., 2019).

H4: Outcome quality has positive impact on customer delight towards fitness center

Customer delight has a positive effect on customer satisfaction towards fitness centers in Malaysia (Foroughi et al., 2019). The same hypothesis which is stated by Preko et al. (2014) is that customer delight and customer satisfaction has a positive correlation.

H5: Customer delight has positive impact on customer satisfaction towards fitness center

The variable of customer delight has a positive impact on behavioral intention in Malaysia's fitness centers (Foroughi et al., 2019). Desiyanti et al., (2018) stated Customer Delight has a positive and significant impact on customer loyalty too. Additionally, Jiang (2019) also tested customer delight and has positive and significant relation to PWOM.

H6: Customer delight has positive impact on behavioral intention towards fitness center

Chen et al. (2010) found that customer satisfaction has a positive influence on behavioral intention towards DF Fit Club and Optimum Fitness. The variable of customer satisfaction has a significant impact on behavioral intention towards fitness centers in Malaysia (Foroughi et al., 2019). Previous study done by Qin et al. (2009) implied customer satisfaction directly and positively influences behavioral intention. Finn (2005) also found that customer satisfaction has a significant impact on behavioral intention. Another study shows customer satisfaction has a positive and significant impact on customer loyalty (Desiyanti et al., 2018).

H7: Customer satisfaction has positive impact on behavioral intention towards fitness center

2.4. Research Framework

The research framework that is proposed by the researcher consists of four exogenous variables which are process quality, outcome quality, customer satisfaction, and customer delight. Also, this research framework consists of one endogenous variable which is the behavioral intention. This framework is adopted from Foroughi et al. (2019) study about “*Examining relationships among process quality, outcome quality, delight, satisfaction and behavioural intentions in fitness centres in Malaysia*”.

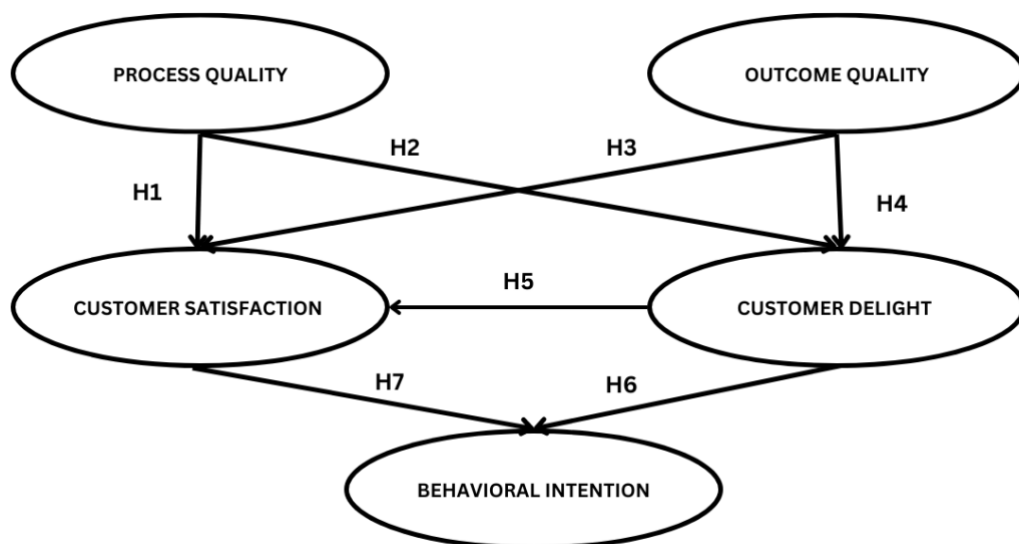


Figure 2.1.
Research Framework

Adapted from: Foroughi et al. (2019)