

Differences on the customer service satisfaction
of the fitness clubs between China and Hong Kong

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We hereby recommend that the Honours Project by Mr Fan Chun Man entitled "Differences on the customer service satisfaction of the fitness clubs between China and Hong Kong." be accepted in partial fulfillment of the requirements for the Bachelor of Arts Honours Degree in Physical Education and Recreation Management.

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ABSTRACT

The market of fitness club is expanding rapidly. Clubs are working hard to improve their service quality to retain old customers and attract the new ones. Customers' satisfaction is one of the methods to show us whether the service can satisfy your customers. This study aims to examine the difference on the customer service satisfaction of the fitness clubs between China and Hong Kong. In order to investigate which regions have a higher rate of customer satisfaction, 151 customers from two clubs in China and Hong Kong respectively are surveyed in this study. The data was collected through a self-developed questionnaire using a 5 - point Likert Scale. Independent t-test was used to examine the differences between China and Hong Kong regarding the total satisfaction, environment, facilities and services providing by the club. At the same time, the satisfaction rate between males and females, as well as degree holders and non-degree holders were also tested. It is shown that customers in China have a higher satisfaction

level on service quality in the clubs. In fact, findings could provide a reference for the club manager to make adjustment or design strategies for customer service in future.

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Chapter 1

Introduction

There are more and more evidences which support that regular exercise can help to maintain health. Therefore, the demand of the fitness club is increasing rapidly. According to Lam, Zhang and Jensen(2005), there are more than 50 million people in USA are participating in fitness activities. On the top of these people, there are 39.4 million of people who are having a fitness club membership. It is a double to the number of people in 1987. So we can see clearly and easily, the demand of the fitness club is very great and profitable, and it is still keep increasing. Therefore, there is an increase in fitness clubs in the market and every club is trying to secure more membership. The competition in the market is extremely great, to gain a bigger share in the market, many fitness clubs discover that the customer service quality is a major factor to keep the loyalty of the members and attract more new members. According to Theodorakis, alexandris, Rodriguez and Sarmiento

(2003), "Meeting the demand for customer satisfaction is an important task for managers in the growing competitive environment of the fitness industry today." The only way that can help you to win in the competition is to satisfy what your customers really needed.

Customer service satisfaction is becoming a major factor which is affecting whether a company can continue and make profit or close down. According to Dutka (1994), "consumers are becoming aggressive in demanding that products meet or exceed expectation. Outstanding product performance is required. The lowest prices consistent with excellent quality are also expected. (P.vii)" Quality of customer service is seen to be a scale to show how good the company is performed. As Lam, Zhang and Jensen (2005) mentioned, good customer service quality can provide two benefits. Firstly, it can cut down the extra expense in promotion to attract new customers, and less effort are needed to solve the complaints by the

customers. Secondly, good customer service quality can increase customers' satisfaction. The higher satisfaction, the higher profit can be made. Customers will be more willing to pay for extra services if they have good experience in the club.

In Hong Kong, fitness clubs are popular nowadays. People can easily access to club and apply for the membership. However, it is just a new-born business in China, so the customer services satisfaction is definitely more important. Only good customer service quality can win in the big competition.

In order to investigate the customer service satisfaction, Lam, Zhang and Jensen (2005) suggested three key domains of customer service; they are "Personnel, Program and Facility." These three domains include most of components in the fitness club. In studying these three domains, one can easily examine and improve the customer service quality of a fitness club.

Statement of problem

The purpose of the study was to examine the differences on the customer service satisfaction of the fitness club between China and Hong Kong, in order to investigate which region have a higher rate of customer service satisfaction. It can provide more information for preparation of a marketing plan in the fitness clubs in both Hong Kong and China.

Definition of terms

Customers

It is defined as "one that purchases a commodity or service" (Patterson and Marks, 1992). That means the personnel, who paid for a membership of the fitness club. It includes the member of year-pass, double-year pass, family pass and swimming pool pass.

Program

All the service and programs provided by the sport and

leisure centers as peripheral. This peripheral dimension included such attributes as child minding, a variety of activities, on-time programs, up-to-date information on activities, and so on. (Lam, Zhang and Jensen, 2005)

Facilities

It is defined as the "physical items" in a fitness club are in the form of facilitating goods and supporting facilities, which include fitness equipment (cleanliness, availability, and variety), locker room, and the fitness center itself (cleanliness, size, and hours of operation). (Lam, Zhang and Jensen, 2005)

Personnel

Most services involve the interaction between the service provider and the customers (Lam, Zhang and Jensen, 2005). The appearance, attitude, knowledge, and courtesy of the personnel have a direct influence on the customer's perception of service quality (Lam, Zhang and Jensen, 2005).

Delimitation

The following delimitations were set for this study:

1. Subjects were delimited to be the members of 25 hours International Fitness Club (Chengdu, China), and Grand Waterfall Fitness Club (Tai Koo, Hong Kong).
2. The subjects finished the questionnaire in the club.
3. The satisfaction level of the subject was based on their own feelings.
4. The questionnaire was designed to evaluate the differences on the customer service satisfaction of the fitness club between Hong Kong and China.
5. The questionnaire were distributed and collected by the researcher in two periods. The first period is from 27th to 31st July 2009 in Chengdu, China; while the second period is from 12th to 14th January 2010 in Hong Kong.

Limitation

The following aspects limited the study:

1. Data were collected at different dates and time.
2. The past experience of using fitness club service in other fitness clubs of the subject.
3. The understanding of the words used in the questionnaire.
4. The honesty of subjects in answering the entire question in the questionnaire.
5. The reliability of result was limited by self-designed questionnaire.

Hypotheses

In this study, the following hypotheses were made:

1. There would be no significant difference on customer services provided by clubs in China and Hong Kong
2. There would be no significant difference on customer satisfaction between China and Hong Kong regarding environment in the fitness club.
3. There would be no significant difference on customer satisfaction between China and Hong Kong regarding

facilities in the fitness club.

4. There would be no significant difference on customer satisfaction between China and Hong Kong regarding the services provided by the staff in the fitness club.
5. There would be no significant difference between males and females members of the fitness clubs in terms of customer service satisfaction.
6. There would be no significant difference between males and females members of the fitness club in terms of customer service satisfaction in China.
7. There would be no significant difference between males and females members of the fitness club in terms of customer service satisfaction in Hong Kong.
8. There would be no significant difference between degree holder and non-degree holder of the fitness clubs in terms of customer service satisfaction.
9. There would be no significant difference between degree holder and non-degree holder of the fitness clubs in terms

of customer service satisfaction in China.

10. There would be no significant difference between degree holder and non-degree holder of the fitness clubs in terms of customer service satisfaction in Hong Kong.

Significant of study

The findings of this study could help to evaluate the effectiveness of present marketing planning whether it was efficient to gain high rate of satisfaction by the customers from different clubs. It could help people to have better understanding towards the differences of customers' expectation between Hong Kong and China. It is important to investigate whether the present marketing strategies need some changes. Furthermore, the statistics could give reference for all fitness clubs to provide suitable training to the staffs in the future.

Chapter 2

Literature review

A summary of related literature was divided into 6 sections:

1. Club difference
2. Customer service
3. Impact of customer satisfaction
4. Service quality assessment
5. Staff behavior
6. Summary

Club difference

Grand Waterfall Fitness Club and 25 hours International Fitness Club is two different types of fitness clubs. According to Waring (2008), "premier health clubs expand on the common health club model of gym, aerobics studio and pool and seek to offer a better standard of facilities, a wider range of activities and extension services such as spa treatments, dry cleaning and concierge services." Grand

Waterfall Fitness Club is a good example of a premier club. It is located at Tai Koo, where is high class residential area. Residents nearby are middle- class, they are more willing to pay a higher membership fee for better service. In Grand waterfall fitness club, there is providing multi-service, likes swimming pool, badminton courts, and squash courts. By comparing with 25 hours International Fitness Club in Cheng du, which is a pure fitness gym, that only provides free-weight, weight training machine, cardiovascular equipment e.g. bicycle and ergometer, aerobic and group exercise room and spinning bicycle area. Waring (2008) pointed out that The difference between a premier club and a health club is the service quality and range of services, and the main potential customer group of premier fitness club is the high earning professionals.

Customer service

Customer service is the key concept in this research. Weiler and pigg (2000) suggested that survey of customer

satisfaction is useful because the quality of service provided is difficult to test in an objective way.

Miller(1997) pointed out that the concept of customer service is "oftentimes trite, overused, and cliched". The key concept of customer service is the service must be consistent.

Patterson and Marks (1992) defined service as "that broad class of products characterized by intangibility, inseparability of production and consumption, difficulty of standardization and perish ability". In fitness club business, services are not just providing fitness facilities, but also some courses, cafeteria, sport clothing, etc. As Collishaw, Dyer and Bioes (2008) mentioned that the service provided by leisure industry should be designed for "refresh, stimulate and entertain".

Impact of customer satisfaction

"Customer satisfaction is a growing concern to business organization throughout the world". (Dutka, 1994) Customer

satisfaction is a good indicator to show how good your services are. Sometimes you may think your service is the best service in the world. However, your customers feel differently. Lam, Zhang and Jensen (2005) suggested that the quality of your service is now a key factor that affecting the member to stay or go, and it may directly affect the continuous profit making for the company. As a customer, the best service with the lowest price can attract the returning of customers. Once you understand what your customers feel and want, you can improve your service to meet their demands (p.14), mentioned by Craven (2002). It is very important that if you know what your customers really want, you can provide the comparable service.

Customer satisfaction for the service provided by the club can achieve two advantages: 1, it can increase the loyalty of the customer so they will be more willing to stay. Loyalty of the customer may affect the selection for the service provider in long term. If customer feel bad towards the service you provide, complaints will be raised all the time. In term

it may increase the use of resources to handle and settle the complaints down. 2, customers will quit your club and join another one if they are satisfied with the service. The decrease of customers may directly decrease the profit of a company. (Iwasaki and Havitz, 2004)

Oppositely, Good customer service can increase the satisfaction. The higher satisfaction, the higher profit can be made. Customers will be more willing to pay for extra services if they have good experience in the club. It may bring a continuous profit to the company.

Build-up customers' loyalty

It is difficult to say how to build-up customers' loyalty in a single sentence. Refer to Johnson (2002); good product is not the only requirement for a good company, but also good relationship with the customers. Johnson also mentioned that each interaction between customers and your staff may have a chance to reduce customers' satisfaction, break the trust

and loyalty. So it is very important to be concerned not only with the service, but also the facilities and staff. In order to look at the importance of good employees, Johnson pointed out that "service promises are most often honored or broken by front-line employees". Front-line employees in fitness club include promoter, front-desk, staff in changing room, different types of trainers and telephone operators, etc. Staffs of the company should be optimistic to the customers all the time; even they don't really feel so. (Collishaw, Dyer and Boies, 2008) In company that wants to increase the quality of the relationship with the customers, good control and training of the employees is a very important factors. "Control of employees' emotional expression is a feature of a wide range of service jobs." (Collishaw, Dyer and Boies, 2008)

Weather and Davis (1993) mentioned that if the benefits from training can be extended to one's career, training to staffs can help them to satisfy their present job, and help

them to develop a better sense of belonging to the company. If the company can provide appropriate training to the staffs before they start their works, it can improve the service quality and standardize the service. Collishaw, Dyer and Boies (2008) also mentioned that customer satisfaction can be resulted from positive actions by the staffs. Trained staffs behavior may represent the attitude of the company, which is frequently the first impression to the customers.

Summary

Obviously, as a service industry, fitness club have to fulfill the need of their customers. The rate of fulfillment may directly affect the satisfaction level to the customers.

In fitness club industry, fitness club can be divided in many different categories. In this paper, it will only be focused on premier club and normal fitness club. Premier club refers to those provide multi-service, include swimming pool, badminton and squash court, yoga course and dance course etc.

while normal fitness club purely provide the health-fitness related service, e.g. gym facilities, fitness course and bicycle spinning course, etc.

Customer service is difficult to be clearly defined. But it includes program, facilities and service by the staffs, are the big concern to every customer-oriented company.

To examine whether a company is good or bad, the customer satisfaction level is a good index. Customer satisfaction level will be high if your service provided can fulfill what your customer really needed. Two benefits will be resulted if customers satisfy your service. Firstly, customer loyalty will be raised if they satisfy your service. They will be more willing to pay more for extra service. Also, customers' complaints will be decreased if the service reach their demand. Secondly, high loyalty of the customers can help and ensure those members will not quit your club after the end of the contract.

To raise the customer loyalty, the overall service quality

of the club is important, especially the quality of the staffs.

Interaction between staffs will give customers the first impression. Positive, energetic, optimistic performance of the staffs may give a good impression to the customers.

Positive experience of the customers may encourage them to come again.

Chapter 3

Methodology

The method of this study was divided into the following section:

- (1) Development of questionnaire;
- (2) Collection of data and sampling;
- (3) Procedures;
- (4) Method of analysis.

Development of the questionnaire

The questionnaire was self-developed. It is written in Chinese for easier understanding, as the targeted subjects were the members of the fitness club in Hong Kong and Mainland China who seemed to adapt Chinese more as it is their mother tongue and both traditional Chinese and simplified Chinese were prepared. However, English version was also prepared on special request.

The questionnaire was divided into five parts. The first

part is about the customers' satisfaction level to the environment of the fitness club, consisting with 16 questions. In this part, a 5-point Likert Scale was used to score the level of the satisfaction level of the environment of the fitness club, "1" = "very unsatisfied", "2" = "not satisfied", "3" = "neutral", "4" = "satisfied", while "5" = "very satisfied" of it.

The second part is about customers' satisfaction of the facilities in the fitness club, consisting 7 questions. A 5-point Likert Scale, "1" = "very unsatisfied", "2" = "not satisfied", "3" = "neutral", "4" = "satisfied", while "5" = "very satisfied", was used to figure out their satisfaction level of the facilities in the fitness club.

The third part is about customers' satisfaction of the service of staffs in the fitness club, consisting 14 questions. A 5-point Likert Scale, "1" = "very unsatisfied", "2" = "not satisfied", "3" = "neutral", "4" = "satisfied", while "5" = "very satisfied", was used to figure out their satisfaction

level of the service of staffs in the fitness club.

The fourth part contains the subject's personal information, including sex, the age group, and education level, information of the membership, occupation, and the time, duration and time using the fitness club.

The last part of the questionnaire is about the reason of joining the membership. Subject may rank the importance of the following items, "healthy", "having exercise with friends (Peers effect)", "appropriate location of the fitness club (near to the working place)", "appropriate location of the fitness club (near to home)", "kill time", and "physical training". Subjects may rank the priority by 1 to 6, which 1 is less important while 6 is the most important.

Collection of Data and Sampling

There is only one way of data collection, which is distributing the questionnaires in two individual fitness clubs with similar scale, one in Hong Kong, while one in Chengdu,

China. The selected fitness club in Chengdu, China is 25 hours International Fitness Club, and the select fitness club in Hong Kong is Grand Waterfall Fitness Club, Tai Koo. The distribution of questionnaires in Chengdu, China was 25th- 31st July 2009, while the distribution of questionnaires in Hong Kong was from 12th to 14th January 2010. The sample of the study consisted of 151 (N=151) individuals, 41 males and 42 females' members for the fitness club in Chengdu, China and 35 males and 33 females' members for the fitness club in Tai Koo, Hong Kong were required to fill in the questionnaire. There is a sample of 41 male and 41 female from each fitness club. In order to increase the generalization of this study, it did not discriminate any kind of memberships of both fitness clubs, as a result, 4 main types of memberships including personal year-pass, double year-pass, monthly pass, and family pass were recruited in the study.

Procedures

A written questionnaire was developed in this study to obtain information. Two groups of total 151 subjects (N=151) were included in the study and required to finish the questionnaire during the period of collection: (a) 41 males and 42 females' members for the fitness club in Chengdu, China and (b) 35 males and 33 females' members for the fitness club in Tai Koo, Hong Kong. Lecturers first gave a brief description about the content of the questionnaire. Then the questionnaire was distributed and collected in the locations stated previously. All the participants could ask questions about the questionnaire at anytime. All results and data were kept confidentially.

Method of Analysis

Collected data was input into SPSS (Statistical Package for the Social Science) for Window 16.0 version. It is used for data collection and analysis with descriptive statistics,

independent t-test. Level of significance of all the statistical testing performed was set at .05.

Descriptive statistics was utilized to describe the personal information in the fourth part of questionnaire.

Independent samples t-test was used to assess the significance of the difference in understanding satisfaction level of the customer service by the fitness club between Hong Kong and Chengdu, China, males and females, degree and non-degree holder in Chengdu and Hong Kong.

Chapter 4

ANALYSIS OF DATA

The purpose of the study is to examine the differences on the customer service satisfaction of the fitness club between China and Hong Kong.

There are 3 parts in this chapter, they are:

1. Examination of customer satisfaction questions,
2. Results, and
3. Discussion

Examination of customer satisfaction questions

In the questionnaire, similar items related to the same dimension were grouped together to calculate the results of participates. The customer satisfactions of the fitness club were conceptualized as composed of 3 dimensions. It is divided into the customers' satisfaction level of the environment, facilities, as well as services provided by the staff in the fitness club.

The mean score was used to calculate the satisfaction level of the customer services provided by the fitness clubs among China and Hong Kong on 4 categories. They are total satisfaction score, environment, facilities, as well as the services provided by the staffs of the clubs. Moreover, the comparison between the groups of male and female, as well as degree holder and non-degree holder were examined by using the total satisfaction score.

Results

The data of the study were presented and analyzed in the following order:

1. Description of the personal data, including gender, education level (degree or non degree), and number of participants from China and Hong Kong.
2. The result from Independent Sample t-test in the total customer service satisfaction between Hong Kong and China.
3. The result from Independent Sample t-test in the customer

satisfaction regarding the environment in the fitness club between Hong Kong and China.

4. The result from Independent Sample t-test in the customer satisfaction regarding the facilities in the fitness club between Hong Kong and China.
5. The result from Independent Sample t-test in the customer satisfaction regarding the services provided by the staff in the fitness club between Hong Kong and China.
6. The result from Independent Sample t-test in the customer satisfaction between male and female.
7. The result from Independent Sample t-test in the customer satisfaction between male and female in China.
8. The result from Independent Sample t-test in the customer satisfaction between male and female in Hong Kong.
9. The result from Independent Sample t-test in the customer satisfaction between degree holder and non-degree holder.
10. The result from Independent Sample t-test in the customer satisfaction between degree holder and non-degree holder

in China.

11. The result from Independent Sample t-test in the customer satisfaction between degree holder and non-degree holder in Hong Kong.

Descriptive statistics of subjects

Table 1. descriptive statistics of subjects

		N	Frequency	Percent
		Valid	Missing	
Location	Hong Kong	151	68	45.0
	China		83	55.0
Gender	Male	151	75	49.7
	Female		76	50.3
Education level	Degree	151	61	40.4
	Non-degree		90	59.6

The questionnaire obtained some information of the participants of the fitness club in China and Hong Kong. Totally 151 participants were interviewed, 45% from Hong Kong and 55% from China. In terms of gender, 49.7% were male and 50.3 were female. In terms of education background, 40.4% were degree holder and 59.6% were non-degree holder.

Independent Sample t-test for Hong Kong and China.

Table 2. Independent Sample t-test on total satisfaction score (N= 151)

		N	Mean	SD	T	P
Total satisfaction	China	83	3.9430	.45307	8.795	.000
	Hong Kong	68	3.3222	.40357		

P < 0.05

According to table 2, there was significant difference (t = 8.795, p = .000) in total customer satisfaction between Hong Kong and China. Therefore, the hypothesis of there would be no significant difference on customer satisfaction on the

services provided by clubs in China and Hong Kong is rejected.

The mean total of the total customer satisfaction in China was greater than Hong Kong.

Table 3. Independent Sample t-test on customer satisfaction regarding the environment in the fitness club. (N=151)

		N	Mean	Std. Deviation		P
environment	China	83	3.9262	.49311	7.027	.000
	Hong Kong	68	3.3658	.48065		

$P < 0.05$

According to Table 3, there was significant difference ($t = 7.027, p = .000$) in customer satisfaction between Hong Kong and China regarding the environment in the fitness club. Thus, hypothesis of there would be no significant difference between Hong Kong and China regarding the environment in the fitness club is rejected.

The mean total of the customer satisfaction regarding the environment in the fitness club in China was greater than Hong Kong.

Table 4. Independent Sample t-test on customer satisfaction regarding the facilities in the fitness club. (N= 151)

	N	Mean	Std. Deviation	T	P
China	83	4.0207	.50490		
Hong Kong	68	3.2836	.46142		
Facilities				9.275	.000

P < 0.05

According to Table 4, there was significant difference (t = 9.275, p = .000) in customer satisfaction between Hong Kong and China regarding the facilities in the fitness club. Therefore, hypothesis of there would be no significant difference between Hong Kong and China regarding the facilities in the fitness club is rejected.

The mean total of customer satisfaction regarding the facilities in the fitness club in China was greater than Hong Kong.

Table 5. Independent Sample t-test on customer satisfaction regarding the service provided by the staff in the fitness club. (N= 151)

		N	Mean	Std. Deviation	T	P
Staff	China	83	3.8821	.52860	6.979	.000
	Hong Kong	68	3.3172	.45013		

P < 0.05

According to Table 5, there was significant difference ($t = 6.979$, $p = .000$) in customer satisfaction between Hong Kong and China regarding the service provided by the staff in the fitness club. Therefore, hypothesis of there would be no significant difference between Hong Kong and China regarding the service provided by the staff in the fitness club is rejected.

The mean total of customer satisfaction regarding the service provided by the staff in the fitness club in China was greater than Hong Kong.

Independent Sample t-test for male and female

Table 6. Independent Sample t-test on customer satisfaction for male and female in Hong Kong and China (N= 151)

		N	Mean	Std. Deviation	T	P
Total satisfaction	Male	75	3.6910	.51326	.633	.527
	Female	76	3.6362	.54822		

P < 0.05

According to Table 6, there was no significant difference (t = .633, p = .527) in the total satisfaction between male and female. Thus, hypothesis of there would be no significant difference between males and females members of the fitness club in terms of customer service satisfaction is accepted.

The mean total of the customer service satisfaction for male and female were similar.

Table 7. Independent Sample t-test on customer satisfaction for male and female in China. (N= 151)

	SEX	N	Mean	Std. Deviation	T	P
TOTAL	Male	41	3.9448	.48200	.035	.972
	Female	42	3.9413	.42881		

P < 0.05

According to table 7, there was no significant difference (t= .035, p= .972) in the total satisfaction between male and female in China. Therefore, hypothesis of there would be no significant difference between male and females members of the fitness club in terms of customer service satisfaction in China is accepted.

The mean total of the customer service satisfaction for males and females were similar in China.

Table 8. Independent Sample t-test on customer satisfaction for male and female in Hong Kong (N= 68)

	SEX	N	Mean	Std. Deviation	T	p
TOTAL	Male	34	3.3850	.36419	1.289	.202
	Female	34	3.2595	.43581		

P < 0.05

According to table 8, there was no significant difference (t= 1.289, p= .202) in the total satisfaction between male and female in Hong Kong. Thus, hypothesis of there would be no significant difference between male and females members of the fitness club in terms of customer service satisfaction in Hong Kong is accepted.

The mean total of the customer service satisfaction for males and females were similar in Hong Kong.

Independent Sample t-test for degree and non-degree holder

Table 9. Independent Sample t-test on customer satisfaction for degree holder and non-degree holder in China and Hong Kong (N= 151)

		N	Mean	Std. Deviation	T	P
Total Satisfaction	Degree	61	3.7190	.57422	1.060	.291
	Non-degree	90	3.6258	.49773		

$P < 0.05$

According to table 9, there was no significant difference ($t = 1.060$, $p = .291$) in the total satisfaction between degree holder and non-degree holder. Therefore, hypothesis of there would be no significant difference between degree holder and non-degree holder members of the fitness club in terms of customer service satisfaction is accepted.

The mean total of the customer service satisfaction for degree holder and non-degree members were similar.

Table 10. Independent Sample t-test on customer satisfaction for degree holder and non-degree holder in China (N= 83)

		N	Mean	Std. Deviation	T	P
Total Satisfaction	Degree	40	3.9182	.51573	-.478	.634
	Non-degree	43	3.9660	.39072		

P < 0.05

According to table 10, there was no significant difference ($t = -.478$, $p = .634$) in the total satisfaction between degree holder and non-degree holder in China. Hence, hypothesis of there would be no significant difference between degree holder and non-degree holder of the fitness club in terms of customer service satisfaction in China is accepted.

The mean total of the customer service satisfaction for degree holder and non-degree holder were similar in China.

Table 11. Independent Sample t-test on customer satisfaction for degree holder and non-degree holder in Hong Kong (N=68)

		N	Mean	Std. Deviation	T	P
Total Satisfaction	Degree	21	3.3394	.48976	.233	.816
	Non-degree	47	3.3145	.36433		

$P < 0.05$

According to table 11, there was no significant difference ($t = .233$, $p = .816$) in the total satisfaction between degree holder and non-degree holder in Hong Kong. Thus, hypothesis of there would be no significant difference between degree holder and non-degree holder of the fitness club in terms of customer service satisfaction in Hong Kong is accepted.

The mean total of the customer service satisfaction for degree holder and non-degree holder were similar in Hong Kong.

Discussion

According to the result, there were no significant differences in satisfaction between male and female, as well

as degree and non-degree holder. At the same time, there were significant differences in satisfaction level between China and Hong Kong. In another word, male and female have the similar expectation and perception on the customer service provided by the fitness club. Also, the difference of education level is not a factor that affects satisfaction, too. Therefore, the main factor which causes the significant difference in customer satisfaction is the location.

As we all know, Hong Kong is a special administrative region which under the control of China. However, the culture between China and Hong Kong is different obviously. Hong Kong is a well-developed city, where you can found more mature community behavior. Hong Kong people may use a higher standard to estimate the service quality provided by the club, so it is reasonable that the satisfaction level of Hong Kong club members is lower than China.

As an international city, Hong Kong tried hard to enhance the service quality by controlling the service business by

the Consumer Council. The main duties of the Consumer Council are: (Consumer Council, 2010)

1. Forestalling & Mediating Disputes between Consumers and Business
2. Ensuring Product Quality and Safety
3. Collecting Market Information on Services and Goods
4. Promoting Sustainable Consumption
5. Advocating Best Practice and Competition in the Marketplace
6. Disseminating Consumer Information
7. Empowering Consumer through Education
8. Representing the Consumer Voice and Networking
9. Improving Legal Protection for Consumers
10. Consumer Legal Action Fund

The Consumer Council aims to provide more information to consumers before they decide to buy a product or service. By the work of Consumer Council, Hong Kong people know what kind of rights they have very well. Therefore, the standards of

service which Hong Kong members wanted are generally higher than China.

According to Dutka (1994), "business success in today's competitive market requires that the seller adopt the customer's viewpoint. Sales of a product or service must satisfy the customer's objectives and requirements." As mentioned before, fitness club market in Hong Kong is well-developed, every club have their own planned customer service guideline to follow, so that the quality of customer service will not be fluctuate. In another words, the quality of customer service cannot be improved easily.

By the way, as a developing market in China, the competition between clubs is great. At the same time, the ability of clubs to observe and improve the quality of customer service is great, too. Refer to miller (1997), "competition assures better product quality." (p.2) Miller then suggested an example, "competition within the athletic footwear industry mandates that Nike, Reebok, and Adidas continue investing in research

and development as a way continually to offer new and improved products to the consumer. In the new-born market of China, the competition is more serious than in Hong Kong, so that the clubs are more willing to improve their service to reach the needs of the members. The clubs in China are more willing to "think "customers" all the time - look at your business through customers' eyes." (p.13)(Craven, 2002)

The effect of both lower consumer expectation and more open-minded clubs result the higher satisfaction level of the members in China.

There was a significant difference between China and Hong Kong regarding environment in the fitness club. Hong Kong is a developed city, while China is a developing country. So they may have a different expectation in environment by the members. In Hong Kong, people have a better living standard. So they may have a higher expectation to the environment provided by the club. The environment cannot be too crowded, too cold, and too hot, etc. On the other hand, Hong Kong people increased

to concern on hygiene after SARS. It may affect the customer satisfaction on environment directly. On the other hand, the living standard in China is much lower than in Hong Kong, although it is improving. Customers' expectation on club environment may not be as high as in Hong Kong. Furthermore, the overall hygiene standard in whole China is lower than Hong Kong. So the expectation of the members in China should be lower than the members in Hong Kong. The satisfaction level will be also higher in China, even both club provided the same environment in China and Hong Kong.

Meanwhile, there was significant difference between China and Hong Kong regarding facilities provided by the club. In China, the need of facilities are more focusing on use, they do not care a lot about the distribution of the facilities, the safety of the equipment, etc. They pay more attention on the number of the facilities, whether they can use the equipment whenever they want to. Oppositely, Hong Kong people show a wider expectation to the facilities. The facilities

they expected must be clean, tidily allocated, and safe with user-friendly using guideline. In this part, members in China and Hong Kong show different interest and focus point to the facilities.

Lastly, there was significant difference between China and Hong Kong regarding the service provided by the club. The result indicates that people in China are more satisfied than in Hong Kong. It can be referred as the relationship between staff and customer. According to Lam, Zhang and Jensen (2005), "the interaction happens once the customer walks in the door. The staff of a health- fitness club represents the organization and promotes the service directly to the customer." To oversee the whole China, relationship between staff and customer are closer than Hong Kong. Staff in China may treat the customer as friends, once their "friends" come into the club, they may show a smile immediately. A warm feeling may provide to the customer directly.

In overall, the result from the independent t-test reflects

the general beliefs. Generally, it is believed that gender and education level may cause a significant difference in satisfaction level because different gender may have different need and expectation, while highly educated people may have high expectation to the service provided by the club. However, result showed that the satisfaction level of the customers is not affected obviously by gender and education level. The satisfaction level of the customers is affecting by the culture where the club located directly. When a club is located in a higher modernize place, people's expectation to the club will be higher. Therefore, we can say that satisfaction level can be improved, once the club can catch-up the culture and provide appropriate service to the customer.

Chapter 5

SUMMARY AND CONCLUSIONS

The purpose of the study is to examine the differences on the customer service satisfaction of the fitness club between China and Hong Kong, in order to investigate which region have a higher rate of customer service satisfaction. Environment, facilities, and services provided by staff in the fitness club are focused in the survey. Meanwhile, it also attempted to test the mean difference on customer satisfaction among male and female, as well as degree holder and non-degree holder.

A total of 151 questionnaires were collected. Results revealed that there was significant difference in customer service satisfaction between China and Hong Kong. At the same time, significant difference in customer satisfaction were also found in environment, facilities, and services provided by the staff. Nevertheless, there was no significant difference in customer satisfaction between male and female.

Beside, there was also no significant difference in

customer satisfaction between degree holder and non-degree holder.

Summary of results

Based on the result, conclusions were made and showed as follow:

1. There was significant difference in satisfaction on customer services provided by clubs in China and Hong Kong.
2. There was significant difference in customer satisfaction between China and Hong Kong regarding the environment in the fitness club
3. There was significant difference in customer satisfaction between China and Hong Kong regarding the facilities in the fitness club
4. There was significant difference in customer satisfaction between China and Hong Kong regarding the services provided by the staff in the fitness club

5. There was no significant difference between males and females members of the fitness clubs in terms of customer service satisfaction.
6. There was no significant difference between males and females members of the fitness clubs in terms of customer service satisfaction in China.
7. There was no significant difference between males and females members of the fitness clubs in terms of customer service satisfaction in Hong Kong.
8. There was no significant difference between degree holder and non-degree holder of the fitness clubs in terms of customer service satisfaction
9. There was no significant difference between degree holder and non-degree holder of the fitness clubs in terms of customer service satisfaction in China.
10. There was no significant difference between degree holder and non-degree holder of the fitness clubs in terms of customer service satisfaction in Hong Kong.

Conclusions

In conclusion, although the study had some limitations and difficulties, it could give us some implications. Results proved that fitness club members in China were more satisfied to the customer services provided by their club. However, there are no significant difference in customer satisfaction between male and female, as well as degree holder and non-degree holder. Therefore, it can be explained as the environmental cultures are different between China and Hong Kong. In Hong Kong, fitness club business is well-developed. Service standards of fitness club are developed. Nowadays, the service standards are increasing. Customers are more difficult to satisfy than before. By the way, fitness club are started to begin in the past few years. Fitness club business is a brand new concept to many people in China. Thus, they may comment on a fitness club with a lower standard. Thus, the customer satisfaction level in China is higher than Hong Kong. However, by the increasing experience in customers in

China, the expectation of this group may increase. After a few years, customers in China may evaluate a fitness club with a much higher standard. Therefore, it is recommended for the fitness clubs to keep improving their service quality. As service quality's the only way to retain old customers and attract new ones.

Recommendation for the further study

Based on the results of the study, some recommendations are made for the future:

1. The sample size from both China and Hong Kong should be evenly distributed.
2. The sample size is too small; it could not reflect the true situation about customer service quality and customer satisfaction. It is suggested that we should enlarge the sample size and conduct the survey in different clubs if the same or similar study is repeated in future.

3. The study on the improvement after the enhancement of customer service can be done. Data should be collected in two phrases. Including both before and after the enhancement program. Thus, the effectiveness of the enhancement work can be tested.

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APPENDIX A

健身中心客戶服務滿意程度之問卷調查

本人是香港浸會大學體育及康樂管理學系三年級學生，目前正在進行一個關於中、港顧客對健身中心之客戶服務的滿意程度比較研究，需要收集參加者的意見。這項調查需時約五分鐘及以不記名的方式進行。閣下所提供的資料將會絕對保密。

甲. 顧客對該健身中心之環境的滿意程度

請根據你個人意見圈出最適合的答案

非常不滿意 不滿意 一般 滿意 非常滿意
1 2 3 4 5

		非常不滿意	不滿意	一般	滿意	非常滿意
		1	2	3	4	5
1.	健身中心的位置方便度	1	2	3	4	5
2.	健身中心的舒適程度	1	2	3	4	5
3.	健身中心的溫度	1	2	3	4	5
4.	健身中心的裝修	1	2	3	4	5
5.	健身中心的光線程度	1	2	3	4	5
6.	健身中心的衛生程度	1	2	3	4	5
7.	健身中心的開放空間	1	2	3	4	5
8.	健身中心的設施之排位	1	2	3	4	5
9.	更衣室的位置	1	2	3	4	5
10.	更衣室的光線程度	1	2	3	4	5
11.	更衣室的舒適程度	1	2	3	4	5
12.	更衣室的裝修	1	2	3	4	5
13.	更衣室的衛生程度	1	2	3	4	5
14.	更衣室的溫度	1	2	3	4	5
15.	休息區的設備	1	2	3	4	5

16.	休息區的舒適程度	1	2	3	4	5
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顧客對該健身中心之設施的滿意程度

		非常 不滿意	不 滿意	一 般	滿 意	非常 滿意
1.	設施的種類	1	2	3	4	5
2.	設施的新舊程度	1	2	3	4	5
3.	設施的使用指引	1	2	3	4	5
4.	設施的衛生程度	1	2	3	4	5
5.	設施的數量	1	2	3	4	5
6.	設施的排列整齊度	1	2	3	4	5
7.	設施的安全程度	1	2	3	4	5

乙. 顧客對該健身中心之工作人員的服務態度的滿意程度

		非常 不滿意	不 滿意	一 般	滿 意	非常 滿意
1.	會籍顧問之態度	1	2	3	4	5
2.	櫃 服務員之態度	1	2	3	4	5
3.	更衣室服務員之態度	1	2	3	4	5
4.	巡場教練之數量	1	2	3	4	5
5.	私人健身教練之數量	1	2	3	4	5
6.	健美操課教練之數量	1	2	3	4	5
7.	健身教練的知識水準	1	2	3	4	5
8.	健身教練對設施之熟悉度	1	2	3	4	5
9.	健身教練之態度	1	2	3	4	5
10.	場內人員提供之顧客支援	1	2	3	4	5
11.	熱線電話接線生之態度	1	2	3	4	5
12.	工作人員提供之資訊協助程度	1	2	3	4	5

13.	工作人員處理投訴之速度及效率	1	2	3	4	5
14.	會員活動的滿意度	1	2	3	4	5

丁. 個人資料

請圈出最適合者:

性別： 男 女

年齡 20-25 26-30 30-35 36-40 40 或以上

教育程度 高中或技校 大專 大學本科 碩士 博士或以上

會員卡類型 個人年卡 雙人年卡 家庭卡 其它卡 非會員

加入中心會籍的年份： _____

會籍費用： _____

職業： _____

每星期到健身中心的次數 1-2 次 3-4 次 5-6 次 7-8 次 9 次或以上

每次逗留的時間 少於 1 小時 1-2 小時 3-4 小時 4-5 小時 6 小時或以上

通常來參加鍛煉的時候 10:00-12:00 12:00-15:00 15:00-17:00 17:00-19:00 19:00-22:00

戊. 參加會籍的原因

請以1至6排列出以下各項的重要性，1為最不重要，6為最重要

排列	項目
	個人健康
	與朋友一起做運動
	健身中心地點適中 (靠近工作地點)
	健身中心地點適中 (靠近居住地點)
	消磨時間
	鍛練體格

< 全卷完 >

謝謝您

APENDIX B

健身中心客户服务满意程度之问卷调查

本人是香港浸会大学体育及康樂管理学系三年级学生，目前正在进行一个关于中、港顾客对健身中心之客户服务的满意程度比较研究，需要收集参加者的意见。这项调查需时约五分钟及以不记名的方式进行。阁下所提供的资料将会绝对保密。

甲. 顾客对该健身中心之环境的满意程度

请根据个人意见圈出最适合的答案

非常不满意 不满意 一般 满意 非常满意
1 2 3 4 5

		非常不满意	不满意	一般	满意	非常满意
1.	健身中心的位置方便度	1	2	3	4	5
2.	健身中心的舒适程度	1	2	3	4	5
3.	健身中心的温度	1	2	3	4	5
4.	健身中心的装修	1	2	3	4	5
5.	健身中心的光线程度	1	2	3	4	5
6.	健身中心的卫生程度	1	2	3	4	5
7.	健身中心的开放空间	1	2	3	4	5
8.	健身中心的设施之排位	1	2	3	4	5
9.	更衣室的位置	1	2	3	4	5
10.	更衣室的光线程度	1	2	3	4	5
11.	更衣室的舒适程度	1	2	3	4	5
12.	更衣室的装修	1	2	3	4	5
13.	更衣室的卫生程度	1	2	3	4	5
14.	更衣室的温度	1	2	3	4	5

15.	休息区的设备	1	2	3	4	5
16.	休息区的舒适程度	1	2	3	4	5

乙. 顾客对该健身中心之健身器械的满意程度

		非常不满意	不满意	一般	满意	非常满意
1.	健身器械的种类	1	2	3	4	5
2.	健身器械的新旧程度	1	2	3	4	5
3.	健身器械的使用指引	1	2	3	4	5
4.	健身器械的卫生程度	1	2	3	4	5
5.	健身器械的数量	1	2	3	4	5
6.	健身器械的排列整齐度	1	2	3	4	5
7.	健身器械的安全程度	1	2	3	4	5

丙. 顾客对该健身中心之工作人员的服务态度的满意程度

		非常不满意	不满意	一般	满意	非常满意
1.	会籍顾问之态度	1	2	3	4	5
2.	柜 服务员之态度	1	2	3	4	5
3.	更衣室服务员之态度	1	2	3	4	5
4.	巡场教练之数量	1	2	3	4	5
5.	私人健身教练之数量	1	2	3	4	5
6.	健美操课教练之数量	1	2	3	4	5
7.	健身教练的知识水平	1	2	3	4	5
8.	健身教练对设施之熟悉度	1	2	3	4	5
9.	健身教练之态度	1	2	3	4	5
10.	场内人员提供之顾客支持	1	2	3	4	5
11.	热线电话接线生之态度	1	2	3	4	5

通常来参

加锻炼的 10:00-12:00 12:00-15:00 15:00-17:00 17:00-19:00 19:00-22:00

时候

戊. 参加会籍的原因

请以1至6排列出以下各项的重要性, 1为最不重要, 6为最重要

排列	项目
	个人健康
	与朋友一起做运动
	健身中心地点适中 (靠近工作地点)
	健身中心地点适中 (靠近居住地点)
	消磨时间
	锻练体格

< 全卷完 >
谢谢您

APPENDIX C

Questionnaire on the customers' satisfaction of the service by the fitness club.

I am a final year student in the Hong Kong Baptist University majoring in Physical Education and Recreation Management. I am conducting a study on the differences on the customer service satisfaction of the fitness club between China and Hong Kong. All data collected will be kept strictly confidential. I hope you could spend about 5 minutes to answer the questionnaire. Thank you for your cooperation and information given.

(A) The customer satisfaction on the environment of the fitness club.

Please indicate your answer by circling

Totally not satisfaction	Not satisfaction	Neutral	Satisfaction	Totally satisfaction
0	1	2	3	4

		Totally not satisfaction	Not satisfaction	Neutral	satisfaction	Totally satisfaction
1.	The accessibility of the fitness club	1	2	3	4	5
2.	The comfortable of the fitness club	1	2	3	4	5
3.	The temperature of the fitness club	1	2	3	4	5
4.	The decoration of the fitness club	1	2	3	4	5
5.	The lighting of the fitness club	1	2	3	4	5
6.	The hygiene of the fitness club	1	2	3	4	5
7.	The open area of the fitness club	1	2	3	4	5
8.	The grouping of the equipment of the fitness club	1	2	3	4	5
9.	The location of the changing room	1	2	3	4	5

10.	The lighting of the changing room	1	2	3	4	5
11.	The comfortable of the changing room	1	2	3	4	5
12.	The decoration of the changing room	1	2	3	4	5
13.	The hygiene of the changing room	1	2	3	4	5
14.	The temperature of the changing room	1	2	3	4	5
15.	The facilities of the resting area	1	2	3	4	5
16.	The comfortable of the resting area	1	2	3	4	5

(B) The customer satisfaction of the facilities in the fitness club

		Totally not satisfaction	Not satisfaction	Neutral	satisfaction	Totally satisfaction
1.	The diversity of the equipment	1	2	3	4	5
2.	The state of the equipment in place	1	2	3	4	5
3.	The using guideline of the equipment	1	2	3	4	5
4.	The hygiene of the equipment	1	2	3	4	5
5.	The number of the equipment	1	2	3	4	5
6.	The allocation of the equipment	1	2	3	4	5
7.	The safety of the equipment	1	2	3	4	5

(C) The customers satisfaction of the service of staffs in the fitness club

		Totally not satisfaction	Not satisfaction	Neutral	satisfaction	Totally satisfaction
1.	The service of the promoter	1	2	3	4	5
2.	The service of the front desk	1	2	3	4	5
3.	The service of the staff in changing room	1	2	3	4	5
4.	The quantity of general trainers	1	2	3	4	5
5.	The quantity of personal trainers	1	2	3	4	5
6.	The quantity of class trainers	1	2	3	4	5
7.	The knowledge level of trainers	1	2	3	4	5
8.	The trainer is deep understanding to the	1	2	3	4	5

	use of equipments					
9.	The service of the trainers	1	2	3	4	5
10.	The customers support provided by our staff	1	2	3	4	5
11.	The service of the customer hotline	1	2	3	4	5
12.	The effectiveness of the information provided by our staff	1	2	3	4	5
13.	The efficiency of handling complains	1	2	3	4	5
14.	The satisfaction of membership activities	1	2	3	4	5

D. Personal Information

Please indicate your answer by circling

Gender : Males Females

Age 20-25 26-30 30-35 36-40 40 or above

Education level High school Associated degree/ higher diploma University degree Master Doctor or above

Type of membership Personal year pass Double year pass Family pass Others Non-member

Year of joining the club : _____

Membership fee: _____

Occupation : _____

Time of using the club.(per week)	1-2 times	3-4 times	5-6 times	7-8 times	9 times or above
Duration	Less than 1 hour	1-2 hours	3-4 hours	4-5 hours	6 hours or above
Time period you almost come	10:00-12:00	12:00-15:00	15:00-17:00	17:00-19:00	19:00-22:00

E. Reason of joining the membership

Please rank the priority of the following items. (1 is less important, 6 is the most important.)

Ranking	Items
	Healthy
	Having exercises with friends (peers effect)
	Appropriate location of the fitness club (near to the working place)
	Appropriate location of the fitness club (near to home)
	Kill time
	Physical training

< End of the Questionnaire >

Thank You!

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