

THE EFFECT OF SERVICE QUALITY AND CUSTOMER VALUE ON CUSTOMER SATISFACTION AT CELEBRITY FITNESS MARGO CITY

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Abstract: This research is aimed at analyzing the effect of both service quality and customer value towards customers' contentment at Celebrity Fitness Margo City. The customers who are members of Celebrity Fitness Margo City are chosen as the object of this research. There were 75 respondents chosen by employing a quantitative descriptive method, thus, size were determined through incidental sampling technique due to certain considerations. The data was collected under a survey methods, by spreading questionnaires as the research instrument. Structural Equation Model with Smart-PLS analysis equipment is applied as an approach in this study. This study result shows that Service Quality owns a positive and crucial impact on Customer Contentment at Celebrity Fitness Margo City. In addition, the Customer Value performed a positive and significant effect towards Customer Contentment at Celebrity Fitness Margo City. On that account, it come to an end that both service quality and customer values play an important role in customer satisfaction, as the improvement in these both categories automatically increase the level these two key roles from the customer perspective.

Keywords: service quality, customer value, customer satisfaction, SEM, celebrity fitness

Abstrak: Riset ini dilakukan untuk menganalisis pengaruh kualitas pelayanan dan nilai pelanggan terhadap kepuasan pelanggan di Celebrity Fitness Margo City. Objek penelitian ini adalah para pelanggan yang menjadi anggota di Celebrity Fitness Margo City. Penelitian deskriptif kuantitatif ini dilakukan pada 75 responden. Teknik incidental sampling digunakan untuk menentukan ukuran sampel karena pertimbangan tertentu. Metode survey dengan kuesioner sebagai instrument penelitian digunakan untuk mengumpulkan data. Structural Equation Mode dengan alat analisis berupa Smart-PLS digunakan sebagai pendekatan dalam riset ini. Hasilnya membuktikan bahwa Kualitas Pelayanan memberikan pengaruh positif dan juga signifikan terhadap Customer Satisfaction di Celebrity Fitness Margo City dan Nilai Pelanggan berpengaruh positif dan signifikan terhadap Kepuasan Pelanggan di Celebrity Fitness Margo City. Kesimpulannya adalah bahwasanya kualitas pelayanan memiliki peranan penting pada kepuasan konsumen, semakin tinggi kualitas pelayanan yang diberikan oleh perusahaan maka semakin tinggi pula kepuasan konsumen pada perusahaan tersebut, selain itu nilai pelanggan juga berpengaruh positif dan signifikan pada kepuasan pelanggan, ini menunjukkan bahwa nilai pelanggan memiliki peranan penting pada kepuasan konsumen, maka semakin tinggi nilai pelanggan akan semakin tinggi pula kepuasan konsumen.

Kata kunci: kualitas pelayanan, nilai pelanggan, kepuasan pelanggan, SEM, celebrity fitness

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INTRODUCTION

Along with the times and technology, people's attitudes, and behavior in using their free time vary greatly, many of them spend their time in entertainment centers such as malls, cafes, restaurants, and fitness centers. The community, especially the youth group are the most essential one among others since this group feels that they must always follow the existing trends. Therefore, with the development of lifestyle, this community group has a penchant for always buying goods or services in accordance with the booming brand. One example of a lifestyle that is currently booming is the presence of a fitness center or gym.

Fitness center emerged as a modern health care institution that offers a wide range of health and fitness services. Changes that are getting faster and more competitive, as well as very rapid technological advances, change the way a person thinks in evaluating a product, especially on the quality of fitness services, thus demanding fitness centers to make updates in preparing business strategies with the aim of gaining competitive advantage. To achieve this, companies must be able to utilize existing resources in achieving goals, especially those related to improving service quality (Wisudawati and Saputro, 2020).

Fitness is no longer a strenuous exercise just for men. But now, women can also do it to maintain body fitness, lose weight, and shape the ideal body. Fitness can also make the body parts, such as arms, stomach muscles more muscular and bulkier. In today's big cities, it's very easy to find a gym or a fitness center. Starting from the expensive ones to the cheap ones, those in shopping centers to those on the side of the road. In addition, there are many fitness places that offer attractive promos.

One of the fitness centers in Indonesia is Celebrity Fitness which is a very large fitness center (Mega Gym) and well known in Indonesia. This fitness center offers various facilities such as a play studio room that is used for exercises such as aerobics, zumba, yoga, pilates, body combat, RPM, TRX, and body pumps, as well as exercises for teenagers, namely capoeira. Celebrity Fitness has many members who do sports activities with various goals, such as fat loss, weight gain, and calisthenics (Istiatin, 2015).

One of the important elements and needs attention in the business world is the existence of consumers. Consumers are users of available goods or services. Consumers will definitely look for goods or services according to their needs, so that they can satisfy themselves (Syarifuddin and Sari, 2015).

Member satisfaction is an illustration of whether the quality of service provided has met their expectations or not. Member satisfaction means that the performance felt by members after receiving services equals or exceeds their expectations before receiving service. When the performance of service is under the expectation, this means that members are not satisfied. If this information is known, i.e., members are satisfied or dissatisfied, the fitness center can plan the next step, namely looking for the causal factors, most consumers want a body that is proportional (ideal), flexible, multifunctional and looks strong so that members will be more confident when they are in the office or in the middle of society (Neda et al. 2013).

While a variety of definitions of the term customer satisfaction have been suggested, this paper will use the definition from Kotler and Armstrong (2012) that customer satisfaction would be considered as a condition where the value of the purchased product meets the buyer's requirement.

Whether the goods' performance is less than predicted, the buyer will feel disappointed (Kotler and Gary, 2012). So that it can be interpreted that if the product, both goods and services, is far below the expectations of the member, then the member will feel disappointed. But if the goods or service is in accordance with the expectations of the member, then the member will feel satisfied and reuse the product provided (Kotler and Keller, 2012b).

Robustin (2016) reveals about satisfaction and service quality. Customers or members of a fitness center generally want a fitness center with complete and easy facilities satisfying service from fitness center service providers. In attracting new potential customers and retaining old customers, the company must take notice to the service quality and customer value provided so that the level of customer satisfaction is maintained (Robustin, 2016).

Providing optimal value given to customers is expected to increase customer satisfaction. According to Tjiptono (2015), customer value is determined by the difference between benefits and total costs for customers. High satisfaction or pleasure tends to cause customers to behave positively, there is emotional attachment to the brand, and also rational preferences so that the result is high customer loyalty (Tjiptono, 2015).

Previous research conducted by Robustin (2016) stated that service quality has a positive and crucial influence towards customer contentment, in agreement with the study managed by Istiatin and Nilasari, (2015) which argued that service quality has a positive as well as crucial effect towards customer contentment. Then a study organized by Hasan is also pointed out that valuation from customer contributes into an excellent and significant impact towards the satisfaction of the purchaser (Hasan, 2017), moreover according to a research conducted by Chen, it shows that customer value was affected by the consumer contentment and service innovation (Chen et al. 2015). It's also stated by Wibowo et al that service quality has positive effect on customer contentment based on his research by analyzing the managerial implications for the companies in an effort to enhance consumer contentment and consumer loyalty (Wibowo et al. 2018).

Established on the phenomena and framework of the issues described in the previous paragraph and with the existing data, researchers are interested in conducting study on the Effect of Service Quality and Customer Value on Customer Satisfaction at Celebrity Fitness Margo City using the Structural Equation Model (SEM) with Smart-PLS examination equipment in form of quantitative descriptive as the research approach to answer the research question whether the quality of service as well as customer value lead into both a progressive and substantial impact towards the satisfaction of the customer at Celebrity Fitness Margo City.

METHODS

This research was conducted on customers of Celebrity Fitness Margo City, which is located at Margo City Shopping Mall, Margonda Raya Street No. 358, City of Depok. This research was conducted in the period between November 2020 and May 2021.

In the current research, the writer employs a causal research method, which assumed from Sugiyono (2016) is a type of of research that tries to investigate cause - and - effect relationships between two variables, both are Independent (Free) and Dependent (Bound) Variables. Thus, the research focuses on finding out how much customer satisfaction is influenced by customer value, functional quality and technical quality (Sugiyono, 2016).

According to Sugiyono (2017) a variable is something that has value and can be measured, both tangible and intangible. The value assigned to a variable is based on the characteristics of the variable. Variables must be clearly defined both conceptually and operationally. Focused on this study, the authors used two kinds of research variables, they are the dependent variable and independent variable. The dependent variable is a variable whose existence was affected or the one that yield the independent variables. While the independent variables are a type of marker where affects or causes changes in other variables.

Customer Satisfaction (Y1)

The satisfaction of the customer is applied as the dependent variable in this research. Customer satisfaction could be defined as either pleasure or displeasure reaction that pop up regarding to the purchase experience by comparing the expected performance of services or products. This action is emerged in meeting customer consumption needs that can be created through service quality and value, which normally can be seen from the six core concepts of indicators to measure customer satisfaction (Tjiptono, 2015).

Kotler and Keller (2016) state that consumer contentment is a feeling of enjoyment or sorrow that comes up after making the comparison between perceptions of the performance or results of a product or service and their projections. Consumer contentment is a response towards consumer fulfillment that arises because of an assessment of the characteristics of the product or service provided that can meet the level of use that provides comfort to consumers (Kotler & Keller, 2012a).

Consumer satisfaction is the general attitude of a consumer after receiving and using goods or services. This is a post-selection evaluative assessment caused

by a particular purchase choice and experience of using/consuming the goods or services (Mowen, 2012).

Satisfaction is a person's reflection determined by their obtained experience. Moreover, Satisfaction could be positioned as the evaluation of either a good or service, or the good only, that generates a particular level of customer positive feedback in correlation with their fulfillment of the consumption needs. Thus, the satisfaction of the customer satisfaction could be presented through quality, services, and value. Giving high customer value is the key to creating generating customer loyalty (Lovelock and Wirtz, 2011).

Independent variables are variables that are not influenced by other variables. Thus, this study applies several independent variables such as customer value, functional quality, and technical quality. The following is an explanation of each independent variable used.

Service Quality (X1)

Tjiptono (2015) said that customer contentment is the customer's response to a perceived discrepancy rating that connected previous assumptions (other performance criteria) and the actual achievement of the goods felt succeeding the operation is assisted.

Quality of service is the expected level of excellence. In addition, it is also related to control measures on the excellence level to fulfill most of the consumer expectations. Service quality is not merely perceived from the opinion of the producer who produces or supplies the goods consumed by the consumer, but also from the perspective of the consumer who uses the service itself (Wyckoff, 1984).

According to Raprayoga, service quality is a certain activity, or group of activities, which are usually intangible, taking place through interactions between service providers and users and physical resources used to support the services provided (Raprayogha, 2020). Firmansyah claims that quality of service is the layer of outstanding standard foreseen by customer to fulfill the consumer preferences (Firmansyah, 2020). Based on Yulisetiari et al, service quality is a comparison between services that are felt to be equal to or exceed the expected quality, so the service can be said to be of high quality and satisfying (Yulisetiari et al. 2019).

According to the theory of aforementioned, service quality could be defined as the existence of gap between the reality and customer expectations after the services received, and can be known by comparing the customer perceptions of the services received. The service quality can be measured from the following aspects:

Reliability

Reliability is the ability to being reliable and accurate in providing promised services. In the broadest sense, reliability means that the corporation is continuously putting effort on its supply, consistency in solving, problem and pricing. In the area of insurance services, reliable service means that an insurance agent provides the promised service and helps the customer solve the problem they face quickly.

Responsiveness

Responsiveness is the ability to quickly assist customers and give services. Attention and speed in dealing with customer requests, questions, and complaints are emphasized in this aspect. The capability of an insurance agent to give services to customers and handle their complaints quickly demonstrates the responsive service in an insurance.

Assurance

Assurance is the knowledge, courtesy, and ability of the staff to stimulate self-assurance and belief. This characteristic could be very significant for any services that need a high level of trust, such as banks, insurance, and doctors. Therefore, in insurance services, certainty is very important to be offered to customers, like guaranteeing safety and comfort in participating in insurance programs.

Empathy

Empathy is the personal care and concern to the customers. The core of the empathy aspect is to show to the customers through the services given that they are special, and their needs can be understood and fulfilled. In order to maintain a good relationship, the agent's service must be able to show concern to the customers.

Tangibles

Tangibles means that it is in the form of the physical facilities, equipment, staff, and building's exterior. This aspect describes the physical form and service that will be received by consumers. Examples of this are office facilities, cleanliness and comfort of the room used for transactions and the agent's good appearance (Berry et al. 1988)

Customer Value (X2)

According to Alma (2011), customer value is determined by the difference between benefits and total costs for customers. The total benefits consist of functional benefits, psychological benefits, and experiential benefits. While the total costs include economic costs, time costs, energy costs, and psychic costs (Alma, 2014).

Assauri argues that customer value is the deviation in the middle of consumer's valuation of all the advantages and charges of every single offer and its substitutes. Thus, total customer value could be obtained as the monetary value of the aggregated economic, functional, and psychological benefits that is expected by customer from an offer they found in a market related to the involved products, services, staff, and image. Therefore, customer value is everything that consumers want in satisfying their needs in form of goods or services by maximizing the quality received by consumers and the costs incurred (Assauri, 2011).

Sugiyono (2014) mentioned that population is obviously a generalization, in this regard, subjects bearing particular quality and characteristic which researcher chose and drew conclusions from. In this study, the population who became the target population were customers who had visited Celebrity Fitness Margo City. Meanwhile, an activity of the amount and characteristics owned by the population became the sample. Due to the limited funds, manpower and time, it is not possible to study everything in the population if the population is large. In this case, samples taken from the population can be used. Samples chosen from the population have to be truly representative (representative). Based on this description, the sampling method being used in this study is Incidental Sampling. According to Ferdinand, the proper size of sample is between 100-200 samples. Selection of a representative sample is according to the number of indicators which

then multiplied by from 5 to 10, because there are 15 indicators in this research, therefore the researcher takes a minimum sample size of $15 \times 5 = 75$ samples. This sampling technique is used to distribute questionnaires directly to respondents, who are consumers of Celebrity Fitness Margo City (Ferdinand, 2014).

Types of data which being utilized for this research are primary data that obtained from results of questionnaires, more than that, secondary data from foregoing studies, books, and journals related to this study and equipped with in-depth interview methods is also being used as the source of data to complete the research.

The Questionnaire Technique (Questionnaire) is applied in collecting the data in the current research. The data collection was conducted through distributing questionnaires to participants to answer, Sugiyono (2016). If the researcher truly understands which variable will be calculated and knows which one is expected to be answered from the respondents, questionnaires can be an effective tool for collecting data. The method of collecting questionnaires is distributed directly to consumer respondents who have visited Celebrity Fitness Margo City.

This research using a survey method, with a questionnaire instrument needs to test the instrument, in the form of validity and reliability tests, which are useful to find out whether the questionnaires that will be utilized in the research are all reliable and valid.

Regarding to the method of analysis, the Component or Variance Based Structural Equation Model was applied and the Partial Least Square (Smart-PLS) version 3.2.8 PLS program was involved in analyzing the data. Alternatively, PLS (Partial Least Square), a covariance-based SEM, is employable to confirm the theory, thus providing an explanation whether a correlation exist or not between the latent variables. Thus, the testing stages could be seen as following steps:

Evaluation of Measurement (Outer Model)

The outer model, which is also known as the outer relation or measurement model, describes how every single indicator block associates with their latent variables. Blocks with reflexive indicators can be illustrated as follows:

$$x = \Lambda_x \xi + \epsilon_x \quad y = \Lambda_y \eta + \epsilon_y$$

The indicators used or manifest variables for exogenous and endogenous latent variables goes into both x and y , and which are symbolized by ξ (ksi) and η (eta), while Λ_x and Λ_y are loading matrix symbols where elementary regression coefficients which connect latent variables to their manifest variables are well described. In addition, the Residuals are thoroughly measured by ε_x and ε_y can be interpreted as noise or measurement error.

Structural Model Testing or Hypothesis Testing (Inner Model)

The inner model test is the further elaboration of a theoretical concept-based model that is applied to examine the correlation betwixt exogenous and endogenous variables narrated in the conceptual framework. While in this regard, structural model testing is carried out by checking the R-square amount that is the goodness-fit test of the example. The testing stages within the hypothesis testing or structural model could be performed in the following ways:

R-square value

Determining the R-square amount which is the goodness-fit model experiment. This important experiment is observable from the R square results for endogenous latent variables of 0.67, 0.33 as well as 0.19 taken from processed data showing such the model is acceptable, reasonable, and weak in the structural model and 0.7 is categorized as strong.

Goodness of Fit Model

The Goodness of Fit of Structural model Examination on the inner model test is conducted via the predictive-relevance (Q^2) value. Thus, the Q-square amount performing value is larger than 0 (zero), would be demonstrating that the model has prognostic concerns.

Hypothesis Testing Results or Estimated Path Coefficient

The estimated amount of the path correlation within the structural model should be substantially conducted. This convincing value could be yielded through the bootstrapping mechanism. To see even if it is powerful or insignificant, it could be viewed in distinction to the T-table appearing in alpha 0.05 (5%) equal to 1.96

later the T-table is in comparison with the T-statistics. In all of previous studies, especially to understand the impact of service excellence and purchaser value on the satisfaction of visitors at Celebrity Fitness it is possible to formulate the following hypothesis: Hypothesis 1: Service Quality has a positive and crucial effect on Consumer Contentment at Celebrity Fitness Margo City and Hypothesis 2: Customer value lead into an optimistic and substantial effect on buyer fulfillment at Celebrity Fitness Margo City. The research framework could be described in Figure 1. Established on Figure 1, it could be seen how Service Quality has an effect on Consumer Contentment and how Consumer Value has an effect on Consumer Contentment.

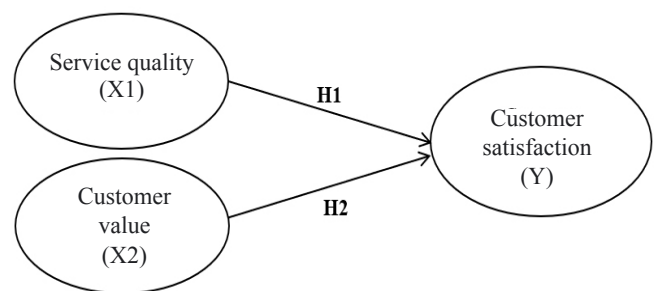


Figure 1. Research framework

RESULTS

Convergent Validity Test Results

The assessment of the relationship basis betwixt the item score or component score and the construct score was defined as the Convergent Validity testing of the assesment model with compulsory barometers which will be calculated by Smart PLS. Then the validaton on independent factor is deemed when the value of correlation bears higher than 0,70. meanwhile, a score at 0.50 to 0.60 loading factor is quite tolerable, at the time of the stage of research, particularly in the improvement stage scale. Therefore, the correlation between indicators and their constructs result in this current research could be viewed in the Table 1 and structural Figure 1.

Based on the result presentation of the convergent validity testing in Table 1, it could be inferred that the barometers have been suggested to suit the convergent validity as their loading factor value is outnumbered the 0.50 score.

Table 1. Convergent validity evaluation results

Variable	Indicator	Outer Loading	Description
The Quality of Service (X1)	KL1	0.812	Valid
	KL2	0.739	Valid
	KL3	0.756	Valid
	KL4	0.730	Valid
	KL6	0.830	Valid
	KL7	0.804	Valid
	Customer Value (X2)	NP1	0.761
NP3		0.894	Valid
NP4		0.826	Valid
Customer Satisfaction (Y)	KP1	0.900	Valid
	KP2	0.893	Valid
	KP4	0.831	Valid

Discriminant Validity Test Results (Cross Loading)

Discriminant validity testing is conducted or organized to make sure that every concept of every latent variable is divergent from any other variables. It could be considered valid when an indicator has the largest loading factor for the intended construct in comparison to the loading factor for the other constructs, it is declared valid. Hence, latent contracts speculate barometers in their block is clearly better than the barometers found in the other blocks. In this regard, the test outcomes of the Discriminant Validity Testing are accomplished on the point of following Table 2. Based on the PLS output results in the Table 2, each indicator contains the highest loading factor as it related to other endogenous constructs. Thus, all indicators are considered as valid in regard to the Discriminant Validity

Structural Model Test or Hypothesis Test (Inner Model)

Inner model test belongs to both as concept and theory-based models' development that applied to examine the correlation of narrated conceptual framework betwixt the exogenous and endogenous variables. The kind of stage for this type of testing could be seen as follows:

Test Results R-square amount

Determining R-square amount that is the goodness-fit experiment of the model. The structural model result provides an indication that the customer satisfaction variable model would be considered proposes a strong

value as it shown 0.835 score (Table 3). in addition to that the consumer contentment, (the service quality and the value of customer) which belong to the model of the consequence of exogenous latent variables proposes an R-square amount of 0.835. It could be concluded such around 83.5% result was yielded from the variability of the customer satisfaction construct within the variability of the service quality construct and customer value, while 16.5% is explained by any other variables.

Goodness of Fit Model Test Results

The predictive-relevance value (Q^2) was applied by The structural model on the inner model within Goodness of Fit Testing Then, if the q-square value is scored upper than 0 (zero), it is considered as having prognostic concernment The R-square amount of every endogenous variable in the research is revealed in the following computations, while the value of predictive relevance is calculated based on the following formula:

$$Q^2 = 1 - (1 - R_1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.835)$$

$$Q^2 = 1 - (0,165)$$

$$Q^2 = 0.835$$

The above results shows that value of predictive-relevance touched 0.835, which defines that around 83.5% of the buyer satisfaction (endogenous variable) is interpreted by the employed independent variable. Therefore, this model is definitely practicable to bear relevant prognostic value.

Table 2. Discriminant validity test results (cross loadings)

Indicator	Service Quality	Customer Value	Customer satisfaction
KL1	0.812	0.602	0.539
KL2	0.739	0.648	0.623
KL3	0.756	0.420	0.443
KL4	0.730	0.657	0.638
KL6	0.830	0.668	0.551
KL7	0.804	0.752	0.775
NP1	0.638	0.761	0.611
NP3	0.450	0.894	0.438
NP4	0.626	0.826	0.520
KP1	0.423	0.688	0.900
KP2	0.642	0.761	0.893
KP4	0.527	0.713	0.831

Tabel 3. R² value of endogenous variables

Endogenous Variables	R square
Customer Satisfaction (Y)	0.835

Hypothesis Evaluation Results (Estimated Path Coefficient)

The amount approximation towards the path of correlation in the structural model are required to be powerful. The significant amount could be achieved by the bootstrapping mechanisms through viewing at the significance of the hypotheses within paying attention to framework coefficient amounts and the T-statistical implication amount at this bootstrapping report algorithm. Thus, to make sure its significance, the

condition must be T-table appearing in alpha 0.05 (5%) equal to 1.96, later the T-table will be in comparison with the T-statistics.

Hypothesis Testing Results

Hypothesis test in this study is described at Figure 2 and Table 4. The first hypothesis testing shows the T-Statistic were valued at 6.557, while the value of 0.521 and 0.000 was recorded from the original sample and the p-value respectively. It means that the first hypothesis is confirmed, service quality has a positive and compelling impact on consumer contentment. Along with second hypothesis, it can be figured out that as the results of data analysis, it's shown that the T-Statistic was 5.119, the original specimen amount was 0.422 as well as P-Value was 0.000, which means, it obviously answer the second hypothesis where consumer value performs both a positive and significant impact towards consumer contentment. In the nutshell, both of hypotheses are tested and the detailed of the results will be discussed as follows:

The Effect of Service Quality on Customer Satisfaction

According to the hypothesis evaluation results in the research, it can be concluded about the acceptance of the first hypothesis. Similarly, it reveals that consumer contentment is truly impacted the service quality. At the same time, the increase of the service quality would positively incline the customer satisfaction.

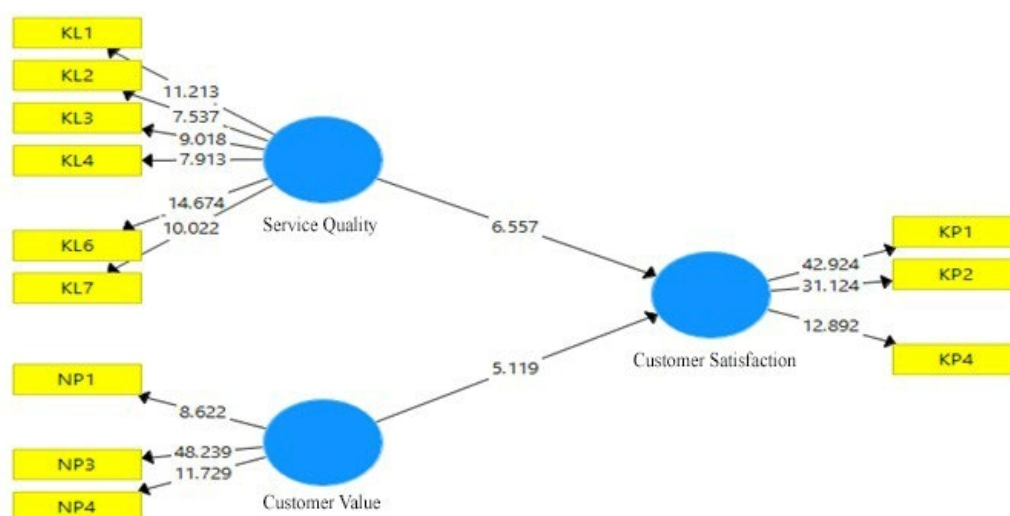


Figure 2. Bootstrapping test result

Table 4. Hypothesis

Variable	Original Sample	Sample Mean	Standard Deviation	T. Statistic	P Values	Significance
Service quality → Customer satisfaction	0.521	0.530	0.079	6.557	0.000	Positive Significant
Customer value → Customer satisfaction	0.422	0.417	0.082	5.119	0.000	Positive Significant

The current findings seem to be consistent with research conducted by Ogiomwonyi which claimed that a positive and crucial service quality would initially bring impact towards customer satisfaction (Ogiomwonyi, 2020; Suatmodjo and Angelin, 2017; Kuswibowo, 2021). Likewise, Hidayat (2018) shows that Functional Quality, Technical Quality, and Image lead into a significant effect on Customer Satisfaction (Hidayat, 2018), similarly, taken from a research undertaken by Ali, who also found that fulfillment will come up with a crucial impact on the consumer contentment as well as loyalty, as a result, companies are ought to significantly manage and maintain their purchaser satisfaction to hit the profits (Ali et al. 2021)

The Effect of Customer Value on Customer Satisfaction

Departing from the hypothesis this article proposes, an acceptance towards the second hypothesis is intensively cannot be avoided. Thus it reveals that the value proposed by the buyer provide effect that positively and crucially affected the customer satisfaction. In other words, the elevation of the customer value, the upsurged will be the customer satisfaction.

These outputs match Sudiksa and Pamayun's study in which they showed that consumer value has positively impacted on consumer contentment (Dharmawangsa Pamayun and Sudiksa, 2014; Dhiranty et al. 2017; Yuliana, 2014). In addition, the existence of simultaneous influence betwixt Customer Relationship Management (CRM) and consumer contentment on consumer loyalty variables, it could be said that with improving Customer Relationship Management (CRM) can be very effective to motivate consumers to make a significant procurement via Shopee (Haryandika and Santra, 2021).

Managerial Implications

The customers have different characteristics especially the one who uses fitness center services such as Celebrity Fitness. In this regard, this research indicates that there

are several managerial implications that the company can knuckle down to some points, especially regarding the importance of quality of service and consumer value to consumer contentment. First of all, through maintaining the level of service quality that has been provided and as much as possible improving the service quality to maintain customer satisfaction distinguished by the customers at Celebrity Fitness. Second, it is also important for the management to increase customer value so that the experience provided will provide added value significantly to both customers and the company.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Overall, quality of service has a positive and crucial impact on customer satisfaction. This demonstrates that quality plays a significant role in boosting consumer contentment. The better the quality of service offered, the higher the consumer contentment. Furthermore, consumer value has a positive and crucial impact on consumer contentment. This means that consumer value has a crucial role in consumer contentment. The upsurge of the consumer value, will be elevated the consumer contentment.

Recommendations

Established on the output of the study, discussions, and conclusions, the researcher could suggest that, due to the importance of Service Quality on consumer contentment, the Celebrity Fitness Margo City should maintain and if possible, enhance the service quality to their customers. By that, consumer contentment will be maintained and even increased and will affect the increasing number of members at Celebrity Fitness Margo City. The customers value also affect customer satisfaction, so Celebrity Fitness Margo City must pay attention to customer value so that it will increase customer satisfaction which will positively benefit Celebrity Fitness Margo City.

Moreover, this article also recommends future studies that interrogate how COVID 19 pandemic has affected customer satisfactions in various business units; and how business actors ca. so that business actors can take lessons on how to improve their business whose turnover began to decline due to the never-ending pandemic.

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