

A Structural Relationship between Pleasure and Customer Satisfaction, Switching Costs, and Relationship Commitment in Fitness Center

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Abstract

The purpose of this study is to analyze the structural relationship between customer's pleasure, customer satisfaction, switching cost, and relationship commitment using the fitness center and provide implications. Specifically, this study aims to investigate the effect of the degree of customer's awareness of pleasure on the relationship commitment through the medium of customer satisfaction and switching cost. For this purpose, the structural equation model was constructed based on the previous studies, and the exogenous variables were pleasure, and the endogenous variables were customer satisfaction, switching costs and relationship commitment. The subjects of this study were customers who used fitness centers in the metropolitan area. The sampling method for the sample survey was a total of 277 people using convenience sampling. 257 copies were used as final data except for 20 samples that were not appropriate for the study.

The statistical program for data analysis was IBM SPSS Ver. 26.0 and Amos 21.0. The specific data processing method is as follows: First, frequency analysis was conducted to understand the general characteristics of the subjects. In order to verify the validity and reliability of the research tools, confirmatory factor analysis and reliability analysis were conducted. In order to understand the theoretical relationship between each variable, structural equation model was conducted. The results of data processing on the research model are as follows: First, the pleasure of the fitness center customers had a positive effect on customer satisfaction. Second, customer satisfaction had a positive effect on the switching costs. Third, customer satisfaction had a positive effect on the customer commitment. Fourth, switching costs had a positive effect on customer commitment.

Keywords: *Pleasure, Customer Satisfaction, Switching Costs, Relationship Commitment*

1 . Introduction

What customers really want is not the product itself. We want the result of the customer experience created

by combining the service implemented through the product and the customer's unique situation to be a pleasant one. A product that provides a pleasant experience rather than a product that excels in function and performance will become a more successful product [1]. Among pleasures, emotional pleasure strengthens the relationship between the customer and the brand, making it possible to build the first brand position regardless of product characteristics [2].

Accordingly, service companies are making great efforts to provide customers with a pleasant experience to induce customer satisfaction and attachment. The reason for this is that when customers are satisfied, a lot of business performance can be expressed. Customer satisfaction can be seen as a case in which the satisfaction is higher than the expectation by comparing the 'expectation' that the customer expected about the product with the 'satisfaction' felt when using the product. They cannot clearly explain their expectations, but they feel or express satisfaction when they feel a level of satisfaction that is higher than their expectations. This customer satisfaction positively improves trust and relationship commitment between products and customers [3]. What customers really want is not the product itself. We want the result of the customer experience created by combining the service implemented through the product and the customer's unique situation to be a pleasant one. A product that provides a pleasant experience rather than a product that excels in function and performance will become a more successful product. Among pleasures, emotional pleasure strengthens the relationship between the customer and the brand, making it possible to build the first brand position regardless of product characteristics.

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2. Study Hypothesis

This study set up a hypothesis based on theoretical basis based on previous studies, and the research model selected pleasure as an independent variable and selected customer satisfaction and switching costs as a mediating variable. Finally, the dependent variable selected relationship commitment, and the relationship between the concepts was discussed by conducting hypothesis verification through structural equation modeling analysis.

2.1 Relationship Between Pleasure and Customer Satisfaction

Studies on pleasure and satisfaction have been attempted in various fields. In a study of customers using coffee shops, the study examined how atmosphere and service affect satisfaction through pleasure [4]. In the study of tourism event experience, it was found that pleasure had a positive effect on the satisfaction of tourists [5]. In addition, in the study on augmented reality fashion applications, the pleasure felt through consumer experience had a significant effect on satisfaction [6]. Based on these previous studies, the following hypotheses were established. Based on these previous studies, the following hypotheses were set up.

Hypothesis 1. Pleasure will have a significant effect on customer satisfaction.

2.2 Relationship Between Customer Satisfaction and Switching Costs

In the previous studies on customer satisfaction and switching costs, customer satisfaction has a positive effect on switching costs. The satisfaction of customers using travel agencies had a positive effect on telephone costs [7] and the relationship between customer satisfaction and switching costs was studied in the previous studies of Taekwondo customers [8]. In addition, in the previous studies on the relationship benefits of badminton store for badminton club members, customer satisfaction had a positive effect on the switching costs [9]. Based on these previous studies, the following hypotheses were set up.

Hypothesis 2. Customer satisfaction will have a significant effect on switching costs.

2.3 Relationship Between Customer Satisfaction and Relationship Commitment

The study on satisfaction and commitment has been studied in various fields, and the study on the service companies for this causal relationship has been continuously reported. In the previous studies on airline service industry, the relationship between customer commitment and customer satisfaction was studied. In addition, the positive causal relationship between customer satisfaction and relationship commitment was reported in the study of relationship marketing of skin care shop [11]. Based on these previous studies, the following hypotheses were set up.

Hypothesis 3. Customer satisfaction will have a significant effect on relationship commitment.

2.4 Relationship Between Switching Costs and Relationship Commitment

In the previous studies on the sports center users regarding the switching costs and re-registration intention, the mediating effect of the relationship commitment was studied in the relationship between the switching costs of the users and the re-registration intention [12]. In addition, in the previous studies on service users, the empirical study was conducted on the relationship between the three-dimensional switching costs and the two-dimensional relationship commitment [13]. Based on these previous studies, the following hypotheses were set up.

Hypothesis 4. Switching costs will have a significant effect on relationship commitment.

The following Figure 1 shows a model built around the hypothesis of this study

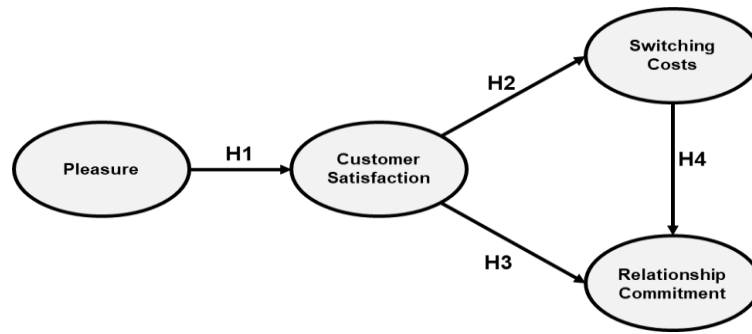


Figure 1. Study model

3. Research Method

3.1 Research Subjects

In this study, customers who use fitness centers located in the metropolitan area were selected as populations and data were collected using convenience sampling method. A total of 277 questionnaires were collected, and 20 samples with insincere responses were excluded from the collected data, and a total of 257 questionnaires were analyzed.

3.2 Research Tools

In this study, questionnaires were used as a research tool, and the questionnaires used in the previous studies were modified and supplemented according to the purpose of the study. The questionnaire consisted of 4 questions to measure the characteristics of customers using fitness centers, 4 questions to measure pleasure as an independent variable, 4 questions to measure customer satisfaction as a parameter, and 4 questions to measure switching costs. The four questions were composed to measure the relationship commitment as a dependent variable, and the personal characteristics were measured with multiple choice questions, and the research variables were measured with a Likert 7-point scale.

4. Results

4.1 Analysis of validity and reliability of measurement model

The confirmatory factor analysis of the whole measurement model is as shown in Table 1. The fit was shown as TLI=0.954, CFI=0.962, RMSEA=0.075, SRMR=0.046. The measurement model is judged to be appropriate when the fit criteria(TLI, CFI>0.90, RMSEA, SRMR<0.08) [14]. In addition, the standardized factor loading of the measurement items for each latent variable was more than 0.5 and was statistically significant($t > 1.965$).

In order to investigate the convergent validity, AVE(average variance extracted), construct reliability and figures were calculated. As a result, all values were satisfied with the general standard(concept reliability 0.70 and AVE 0.50 or more) to ensure concentration validity [15].

Table 1. Confirmatory factor analysis and reliability of measurement model

Factors	B	β	$1-\lambda^2$	t	AVE	CR	Cronbach's α
Pleasure 1	1	0.895	0.199				
Pleasure 2	0.999	0.911	0.170	23.027	0.829	0.951	0.950

Pleasure 3	1.084	0.931	0.133	24.367			
Pleasure 4	1.061	0.904	0.183	22.573			
Customer Satisfaction 1	1	0.858	0.264				
Customer Satisfaction 2	1.055	0.884	0.219	19.261	0.765	0.929	0.928
Customer Satisfaction 3	1.080	0.898	0.194	19.864			
Customer Satisfaction 4	1.045	0.858	0.264	18.193			
Switching Costs 1	1	0.580	0.664				
Switching Costs 2	1.433	0.690	0.524	8.444	0.551	0.828	0.818
Switching Costs 3	1.603	0.815	0.336	9.331			
Switching Costs 4	1.647	0.852	0.274	9.524			
Relationship Commitment 1	1	0.840	0.294				
Relationship Commitment 2	1.119	0.875	0.234	18.302			
Relationship Commitment 3	1.114	0.882	0.222	18.550	0.724	0.929	0.929
Relationship Commitment 4	1.033	0.831	0.309	16.740			
Relationship Commitment 5	1.006	0.824	0.321	16.500			

$\chi^2=275.679$, $df=113$, $p=.000$, $TLI=0.954$, $CFI=0.962$, $RMSEA=0.075$, $SRMR=0.046$

*** $p<0.001$

If the AVE value of each component is greater than the square of the correlation coefficient, discriminant validity exists between the two components [16]. The AVE values presented in Table 1 and the correlation analysis presented in Table 2 were compared with the squared values of the correlation coefficients of each concept. The results of the review showed that the criteria were not met, but the correlation coefficient ± 2 standard error, another standard of discriminant validity measurement, did not include '1'. In addition, the measurement model (free model) of the two concepts and the constraint model was analyzed to measure the discriminant validity. As a result, six measurement models (free model) and constraint models ($df=1$) were found to be $\Delta\chi^2 > 3.84 (df=1)$ among the relationships between the two variables in the measurement model, indicating that there is discriminant validity [17]. Cronbach's testing was conducted to verify the reliability of internal consistency of each factor after verifying convergent validity and discriminant validity. As shown in Table 2, Cronbach's values for all factors show internal consistency of 0.7 or higher [18].

Table 2. Correlation analysis of measurement model

Factors	Pleasure	Customer Satisfaction	Switching Costs	Relationship Commitment
Pleasure	1			
Customer Satisfaction	0.891(0.030)**	1		
Switching Costs	0.712(0.526)**	0.701(0.057)**	1	
Relationship Commitment	0.940(0.018)**	0.932(0.022)**	0.752(0.047)**	1

** $p<0.01$, (): correlation standard error

4.2 Fitness of the structural model

To analyze the fit of the structural model, TLI, CFI, RMSEA, and SRMR indices were used. As a result of

the analysis, TLI was 0.946(0.90 or more), CFI was 0.955(0.90 or more), RMSEA was 0.081(0.08 or less, 0.1 pass), and SRMR was 0.050(0.08 or less). This satisfies the criteria presented in the confirmatory factor analysis previously, and the suitability of the structural model of this study was judged to be good.

4.3 hypothesis verification result

As a result of verifying the four hypotheses established in the structural equation model for the pleasure, customer satisfaction, conversion cost and relationship commitment selected in this study, all hypotheses from H1 to H4 showed a positive causal relationship at a statistically significant level. The concrete results are as shown in Table 3.

Table 3. Hypothesis verification result

	Hypothesis	B	s.e	t	Result
H1	Pleasure → Customer Satisfaction	0.999	0.059	16.914 ^{***}	Adopted
H2	Customer Satisfaction → Switching Costs	0.487	0.059	8.313 ^{***}	Adopted
H3	Customer Satisfaction → Relationship Commitment	0.796	0.056	14.264 ^{***}	Adopted
H4	Switching Costs → Relationship Commitment	0.178	0.066	2.709 ^{**}	Adopted

^{**} $p < 0.01$, ^{***} $p < 0.001$

4. Conclusion

The This study was conducted to provide the accumulation and implications of the research by conducting a study on the fitness center under a more difficult management environment in the Corona 19 pandemic situation. The core of this study is to investigate that pleasure increases customer satisfaction and increases customer commitment in the relationship between service provider and customer, and also to increase customer commitment by raising customer awareness in conversion cost. The results of the study showed that pleasure has a positive effect on relationship commitment by increasing customer satisfaction and conversion cost. More specifically, the path leading to pleasure, customer satisfaction, and relationship commitment was stronger than the path leading to pleasure, conversion cost, and relationship commitment. Therefore, in order to increase the commitment of customers who are considered to be more powerful in the relationship query stage, the fitness center is expected to have a very effective strategy to improve customer satisfaction through the pleasure that customers feel while using the fitness center. Therefore, it is necessary to provide pleasure through the service that customers cannot expect or imagine, and to increase satisfaction through it.

For example, Haidilao, Chinese hotpot specialty store, prepares dolls for guests who come alone to the store, and provides a service to sit dolls on the opposite chair if the customer wants them. These services make you smile and provide a careful service to provide customer satisfaction and impression. Disneyland, which has a revisit rate of more than 60%, offers a show about visitors in the way of thinking that visitors are guest and employees are cast, giving them pleasure and giving them the illusion of a world of dreams and hopes. The main focus of the fitness center is health and body shape management. The process of training is physically and mentally difficult. Therefore, strengthening of services that can provide pleasure is essential for sustainable manage.

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