

## Conclusions

The physical therapy program led to an increase in muscle strength, joint mobility by several degrees, and moreover the pain was combated due to the applicability of physical therapy procedures associated with physiotherapy and massage.

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## RESEARCH OF THE PERFORMANCE EFFECTS OF CUSTOMER VALUE OF FITNESS CENTER CUSTOMERS ON CUSTOMER RELATIONSHIP MANAGEMENT AND BRAND LOYALTY THROUGH CUSTOMER SATISFACTION: SAMPLE OF MANISA CITY

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## **ABSTRACT**

*The importance of change and development process in enterprises which render the services with globalization and rapid technological progress is increasing every passing day. The reason of this change arises from wishing of enterprises to provide quality service and place the customer at center of that service. A similar situation applies to the sports enterprises as well. The sports enterprises which are in business nowadays recognize that they should go beyond the meeting customer needs and requests to be remained standing. Accordingly, it's essential to make programs for customer satisfaction by determining the levels of customer value that customers perceive as well as continuity and efficiency in services provided. Based upon these statements, analysing the effects' relationship on brand loyalty and customer relationship management performance through customer satisfaction of the customer value forms the purpose of this study. In Manisa town, 292 members registered at a fitness center which provide services in accordance with the principles above constitute the group of study. In order to obtain data in research; it was applied the scale of Sweenay and Soutar (2001), to the customer value; the scale of Onaran, Bulut and Ozmen (2013) who made Turkish adaptation of Wang, Lo, Chi, and Yang's (2004) scales to the customer satisfaction, brand loyalty and customer relationship management (CRM) performance. Also it was used personal information form in order to obtain customers' personal characteristics. In the research, path analysis was made with statistics, confirmatory factor analysis (CFA) to test the relationship between variables in the model. According to path analysis between variables, it was found that there is effect of high levels through customer satisfaction on brand loyalty and CRM performance of the customer value.*

**Keywords:** *Fitness Centers, Customer Value, Customer Satisfaction, Brand Loyalty, Customer Relationship Management Performance*

## **1. INTRODUCTION**

To be able to continue its existence and to provide a competitive advantage of the enterprises will be possible to keep the existing customers as well as to gain new customers then to bring into connection with this customers in an increasingly competitive environment with the globalisation. Therefore, the enterprises are in need of to enhance quality service for customer value to be able to succeed and to survive within intense competition environment. In order to provide this, they ought to provide advantage and quality more than the expectations. However, providing the advantages and qualities to the customers more than their expectations are not sufficient separately in order to gain customer satisfaction. Because, the customer considers the advantage that is offered for them and the prices that are paid for this advantage while evaluates the goods and services as well. The result that is emerged by the appreciation of the advantage package and incurred cost to provide this advantage packages by the customer is defined as customer value (Korkmaz, Eser, Öztürk and Işın, 2009). Besides this, brand perception (brand image, company image, trust to the employee and trust to the company) is effecting this mentioned appreciations (Brodie, Whittome and Brush, 2009). For this reason, the costs that are paid by the customers for the provided services

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should be taken into consideration within the frame of brand perception while performing the services that exceed the customer's expectation.

Creating the customer value is a part of the marketing strategy of the companies. The companies may create customer value so, may diversify their products in the market then can provide more satisfaction as well. Thus, the companies may lead up to the customers to give their preferences to themselves again (Tournois, 2004). The enterprises that are working in line of this purpose will provide more competitive advantage then improve their profit volume ratio. Creating a good customer value plays an important role in order to provide a sustainable competitive advantage as being a propellant power of the management performance of customer relations as well as establishing long termed relationship too. The quality of the provided service in this direction plays an important role in the success of the enterprises then creates the customer profile that is satisfied and enhanced sense of loyalty. There are studies concerning to the concepts which are effecting the customer value when the literature analyzed (Zeithaml 1988; Laitamaki and Kordupleski 1997; Cretu and Brodie 2005; Brodie et al., 2009). It has been determined that company image, brand image, quality of the service and costs are effecting the customer value according to this studies. The effects of the concepts of brand loyalty and management performance of customer relations (MİY) on customer value are analysed in this study also.

Competition between the enterprises that are providing Fitness service becomes unavoidable because of the increasing quantity of these companies like in other sectors. At the present time in an intense competition environment, necessity of the customer oriented strategy development is a reality for the enterprises enables them to survive. Prospering enterprises in the competition will continue and unprosperous ones have to abandon from the market. This situation brings the effect of the quality of the service and customer value on the customer a current issue (Yıldız and Tüfekçi, 2010).

In this study, propounding of the key extents that constitutes the customer value and the effects of customer value extents and customer satisfaction that is occurred along with the customer value on brand loyalty and management performance of customer relations (MİY) are intended. In addition to this, direct effect of the customer value on the brand loyalty and the performance of customer relationship management are identified then aimed to give suggestion to the sports marketing people and to the academicians.

## **1.1. Customer Value**

Value concept is confronting us in many ways when the literature is analyzed. Because of the diversity of the value concept, the studies in this area reveal the complicated structure (Woodruff, 1997; Wang vd., 2004). This situation points out the requirement of the conceptual framework concerning to the customer value (Ulaga, 2001; Smith and Colgate, 2007).

In the case of customer's advantage that is derived from a product is more than the cost; the customer value occurs. Therefore, on the one hand advantage package that exceeds the expectations of the customers should be offered and on the other hand incurred costs to be done in order to attain the related packages by the customers should be taken into consideration. Within this framework, in consequence of the evaluation (Torlak and Uz Kurt, 2007) and comparison (Chen and Tsai, 2008) of the offered advantages alongwith the incurred costs to attain these advantages by the customer; the customer value is appeared.

Savaşçı and Günay (2004) also mentioned that the value is created through the goods and services that were produced by the companies. According to authors; compliance of this goods with the customer preferences has an importance. The customer requiremenst should be

determined properly in order to being preferred products by the customers. This can be providing by the creating of more value by the company in proportion to the value that is created by the competitors (Altuntuğ, 2009).

Customer value is become one of the most important factor in order to gain the achievement for the service businesses as well as production enterprises alongside to being a strategical instrument in order to attract and keep the customer as well. Superior customer value offer has a significant effect concerning to provide and to keep the competitive advantage thereby improving the performance of customer relationship management (Wang, Lo, Chi and Yang, 2004).

## **1.2. Customer Satisfaction**

Customer satisfaction may define as the fulfillment of the satisfaction for a service, product or advantage (Oliver, 1997).

Customer satisfaction is one of the most significant service rating criterias. Due to the heterogeneity of the services, permanence of the service performance is difficult. Customer satisfaction may keep its permanence when is associated with the quality of the service (Cronin and Taylor, 1992; Parasuraman, Zeithaml, and Berry, 1994; Dabholkar, Shepherd, and Thorpe, 2000). Customer satisfaction increases the possibility of customer loyalty (Oliver, 1997; Cronin et al., 2000) and enhances the buying behaviour again (Cronin and Taylor, 1992; Seiders, Voss, Grewal, and Godfrey, 2005). These findings have been determined that it applies to the organisations that are subject to the sportive activities. The searches denote that the sports goods have a significant effect to participate in the future events (Zhang, Smith, Pease, and Lam, 1998; Kwon, Trail, Anderson, 2005; Brady, Voorhees, Cronin, and Bourdeau, 2006).

## **1.3. Brand Loyalty**

The loyalty does not have a simple structure as much as to be examined in unidimensional (Ha, 1998). Besides, Jacoby and Chestnut, Dick and Basu or Oliver indicates that there is no universal definition of the loyalty (Jacoby and Chestnut, 1978). Kandampully (1998) states that the customer loyalty is the development of the emotional tie that is arising from the perceived service quality; describes the emotional tie of the customer to the enterprise as customer loyalty. Also brand loyalty is the tendency of the continuation of purchasing concerning to a brand that is purchased and essayed before or; positive attitude or behavioural reaction of the consumer to one or more brands within a product group in a given time (Yılmaz, 2005).

According to many research results in the Literature (Hallowell, 1996, Methlie and Nysveen, 1999, McDougall and Levesque, 2000, Suh and Yi, 2006); one of the most significant factors that is effecting the brand loyalty directly or indirectly is customer satisfaction.

Related two concepts are discussed jointly in many studies. Customer satisfaction stems from being a determinant that leads to loyalty and stems from the determination of the loyalty level of the customers as being one of the main criterion of the loyalty measurement. Therefore, analyzing of the connection between customer satisfaction and customer loyalty will be benefited.

## **1.4. Performance of Customer Relationship Management (MIY)**

Customer relationship management is a new management mentality that is developed on the subject of customer management and sweeping in the business world rapidly. The

process based on the contacting profitable customer relationship and maintenance is called as customer relationship management. MİY is correlated with all its aspects of the gaining, keeping and expansion of the customer (Armstrong, Kotler, 2005); and based upon the development of the strong connections. Performing a good customer relations performance by the enterprises is depending on the establishing of long termed and fruitful relationship. For this reason, the primary goal is to keep the profitability and long termed customer relations up and making sure the continuous flow.

Zablah, Bellenger and Johnston (2004) consider the relations with the customers as a process that prevents to decrease the profits and provides to increase the profits both. Payne and Frow (2005) remark that the enterprises that are applying the customer relationship management are more effective concerning to keep the customer and customer satisfaction in comparison to the enterprises that are not applying the customer relationship management. Verhoef (2003) analysed the effect of customer relationship management about keeping the customer as well as increased customer share then emphasized that propensity of the customer during the development of their relationship with the enterprise and confidence to loyalty program have positive impression on the customers concerning to keep the customer and increase the customer share. Also, Colgate and Danaher (2000) suggested that there is a positively connection between the customer relationship management (MİY) and customer satisfaction with brand loyalty. Wang and et.al (2004) also suggest that the performance of customer relationship management has positively effect both on brand loyalty and customer satisfaction.

### **1.5. Hypotheses**

In the light of this information; the following hypotheses have been developed:

H1: Customer value effects the customer satisfaction positively.

H2: Customer value effects the brand loyalty positively through the customer satisfaction.

H3: Customer value effects the performance of customer relationship management (MİY) positively through the customer satisfaction.

H4: Customer value effects the brand loyalty positively.

H5: Customer value effects the performance of customer relationship management (MİY) positively.

## **2. MATERIAL AND METHOD**

### **2.1. The objective of the Study**

The objective of the study that was done in fitness center in special status is reviewing the effects of the customer value on brand loyalty and performance of customer relationship management through the customer satisfaction.

### **2.2. Sample**

The sample of the related study is consisted from 292 members that were chosen through easily accessible sampling way from the customers who have membership to the Fitness Center in Manisa city. 164 persons are female (%56.2); and 128 persons are male (%43.8). The ages of the participators vary between 17 and 60.

### **2.3. Data Collection Tool**

In order to collect the data of the study; the scale that was created by Onaran and et al.(2013) has been used concerning to the customer value that they made the transcription of Sweeney and Soutar (2001) about customer satisfaction, brand loyalty and customer relationship management and the scales of Wang, Lo, Chi, and Yang, (2004). The measuring instrument is 5 point likert scale. When the degree of reliability is examined, it is seen that the reliability degree of the measuring instrument is more than 70%. On the other hand, personal

information forms have been used in order to obtain the ages, gender, marital status, membership status and frequency of usage of the fitness center related with the members of the fitness center.

#### 2.4 Data Collection Method

The information has been given to private and public fitness centers in Manisa city then the permission has been received from the managers of Fitness center. Then, interview has been performed with the center's customers, the study has been expressed then the questionnaire has been given to the customers who accept to join into related search and asked them to fill the questionnaire when appropriate. The filling of the questionnaire took approximately 10-15 minutes.

#### 2.5. Analysing of Data

Confirmatory factor analysis (DFA), path analysis and descriptive statistics have been used in the survey in order to test the correlation in the model.

### 3. FINDINGS

Firstly, personal informations schema has been submitted (Table 1). Thereafter, reliability analysis points of the scales that are used in the related survey have been given (Table 2). In the sequel, confirmatory factor analysis of the customer value scale has been done in order to test whether being the sacrifice aspect of social value and perceived value, sentimental value and functional value. Adaptive index values of confirmatory factor analysis (DFA) have been given at (Table 3). Subsequent to the results of DFA; the results of validity, confidence, average deviation and standard deviation of the customer value scale have been transferred into (Table 4). Thereafter, research model has been tested (Image 1). Adaptive index points of the research model have been given after test (Table 5) then the results of path analysis have been submitted on (Table 5).

**Table 1.** Demographic Information Table

Demographic Variables	Categories	N	%
<b>Gender</b>	Male	128	43.8
	Female	164	56.2
<b>Age</b>	17-26	152	52.1
	27-36	90	30.8
	37-46	42	14.4
	47-60	8	2.7
<b>Marital Status</b>	Single	185	63.4
	Married	107	36.6
<b>Member Since...</b>	<1 year	189	64.7
	1-2 year	81	27.7
	3-4 year	17	5.8
	>5 year	5	1.8
<b>Frequency of Use</b>	1-2 times a week	69	23.6
	3-4 times a week	175	59.9
	>5 times a week	48	16.6
<b>Total</b>		292	100

When the personal informations are reviewed; it has been observed that the attenders are 164 female (56.2%), 128 male (43.8%), the ages between 17-26 mostly (52.1%), 64 persons are single (63.4%) and 107 persons are married (36.6%) and the membership period are less than 1 year (64.7%) and usually go to the fitness center 3-4 times a week (59.9%).

**Table 2.** Reliability Analysis of Results of Measurement Tools

Variables	N	Cronbach Alpha
Customer Value	19	.93
Customer Satisfaction	5	.90
Customer Loyalty	3	.89
MİY Performance	3	.91

It has been observed that all scales are varied between 89 and 93 according to the results of the reliability analysis of the measuring instruments.

**Table 3.** Index Table of Customer Adapted Value Scale

Adapted Criteria	Best Adopted	Acceptable Adapted	Value of the Adapted Scale
$\chi^2/sd$	$\leq 3$	4-5	3.5
RMSEA	$\leq .05$	.06-.01	.09
NFI	$\geq .95$	.94-.90	.90
NNFI	$\geq .95$	.94-.90	.91
CFI	$\geq .97$	$\geq .95$	.92
GFI	$\geq .90$	.89-.85	.85

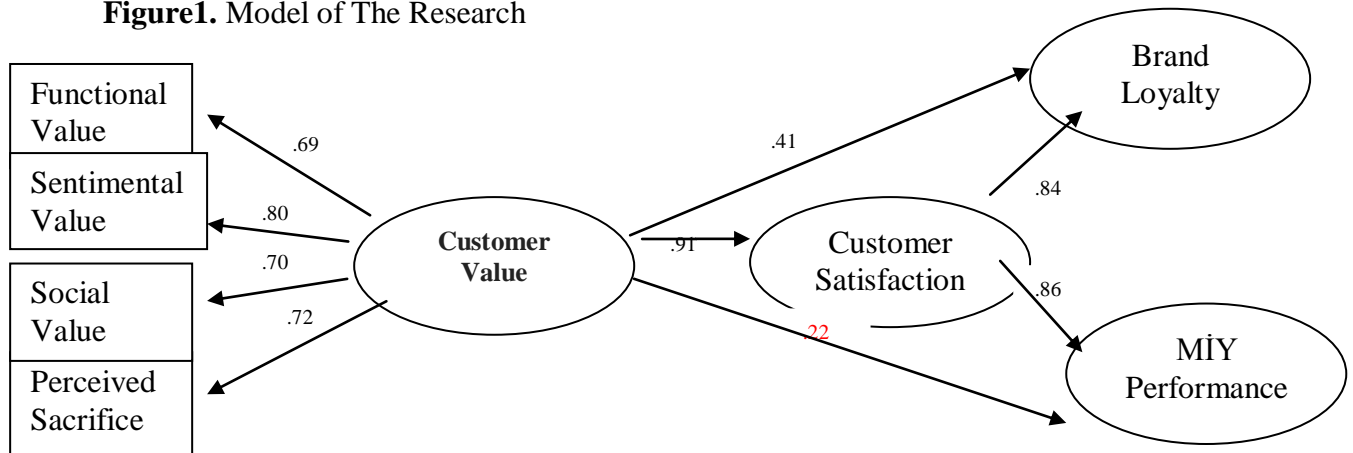
When the Table.3 is being reviewed, it is observed that the Scale of Customer Value is on admissible adaptive value.

**Table 4.** The validity reliability, mean, standard deviation and correlation analysis results of the Customers value scale

DIMENSIONS	No Items	YG	AVE	Ort	Ss	1	2	3
1.Functional Value	5	.90	.65	4.24	.78	-		
2.Sentimental Value	5	.90	.65	4.01	.86	.70**	-	
3.Social Value	4	.84	.58	4.16	.77	.52**	.61**	
4.Perceived Sacrifice	5	.92	.72	3.98	.93	.47**	.54**	.32**

It has been observed that the scale of customer value is comprising from functional value ( $R^2=0.48$ ), sentimental value ( $R^2 = 0.64$ ), social value ( $R^2 = 0.49$ ) and perceived sacrifice extents ( $R^2 =0.52$ ). When the Construct Validity of the Extents and AVE values are being observed; it has been seen that the YG points are higher than .70; AVE points are higher than .50 as well. It may have been state that the extents have in applicable and reliable structure according to these results. When the correlation values are being reviewed, it has been observed that the correlation values between the extents are under .85. It is possible to indicate that the convergent validity is being provided between the extents.

**Figure1.** Model of The Research



When the results of path analysis are being reviewed; t value on the path which leads to customer satisfaction from the customer value is 15.29 and overload level is high ( $R^2 = .83$ ); This paths are meaningful due to being t value that is leading from the customer value to brand loyalty through brand satisfaction as 13.96 and overload level is ( $R^2 = .71$ ) and the t value that is leading from customer value to the performance of MIY through customer satisfaction comparably as 15.96 and overload level is ( $R^2 = .74$ ) high. This path is meaningful due to being t value that is leading from customer value to brand loyalty is 2.60 and overload level is ( $R^2 = .17$ ) and it is observed that the customer value has a direct effect even in low level on brand loyalty. Due to being t value that is leading from customer value to the performance of MIY as 1.26 and overload level is ( $R^2 = .05$ ); this path is meaningless.

**Table 5.** Research Demonstrating Results of Path Analysis Model to Adapted Index Values Table

Hypotheses	$\gamma$	t	$R^2$	Hypotheses
H1: Customer value Customer Satisfaction	.91	15.29	.80	<b>Accepted</b>
H2: Cus. Val.+Cus. Satis. Brand Loyalty	.84	13.96	.71	<b>Accepted</b>
H3: Cus. Va. + Cus. Satis MIY Performance	.86	15.96	.75	<b>Accepted</b>
H4: Customer value Brand Loyalty	.41	2.60	.17	<b>Accepted</b>
H5: Customer value MIY Performance	.22	1.26	.05	<b>Rejected</b>

Adaptive Indexes of the Model

$\chi^2/sd=3.55$ , RMSEA=0.09, NFI= 0.90, NNFI=0.90, CFI=0.95, GFI=0.85

When the results of path analysis of the search model is being reviewed; it has been observed that there is an effect of customer value as  $R^2 = .80$  on customer satisfaction, the customer value on brand loyalty through the customer satisfaction as  $R^2 = .71$ , and  $R^2 = .75$  on the performance of MIY so; H1, H2, H3 hypotheses are accepted. Due to having a statistical meaning of the customer value on brand loyalty as  $R^2 = .17$  although yet in low level effect of direct effect, H4 hypothesis is accepted. However, due to having the t value of the customer value on the performance of MIY as  $1.26 < 1.96$ ; the hypothesis has been rejected. Consequently, it is possible to specify that there is an effect of the customer value on brand loyalty and the performance of MIY through customer satisfaction. When the adaptive index values that are belonging to the search model are being reviewed, it is specified that the adaptive indexes of the model are in an acceptable level.

#### 4. DISCUSSION -CONCLUSION



It has been observed that the customer value comprises of functional value, sentimental value, social value and sacrifice extents in consequence of DFA analysis. It has been concluded that all related extents effect the customer satisfaction positively. In the present case, the hypothesis “H1: The customer value effects the customer satisfaction positively” are accepted. Thereby, it may be possible to expect an increase on the satisfaction proportions of the customers and the values that are offered to these customers. According to the study that was done by Onaran and et al. (2013); it has been observed that there is no meaningful effect of the functional value on the customer value so, removed from the related study.

Also, it has been found out that there is a high level effect of the customer value on the customer satisfaction when the correlation is being analysed according to the result of path analysis ( $t= 15.26$  ve  $R^2= .83$ ). Due to the acting on the basis of motive to prefer of the customers including such as the price, quality, functionality of the related service while buying the services; it has been considered that the functional value, sentimental value, social value and perceived sacrifice about customer value are come into prominence.

On the other hand, it has been found out that the customer satisfaction has high level effect on brand loyalty ( $t= 13.96$  ve  $R^2= .71$ ) and performance of MİY ( $t= 15.96$  ve  $R^2= .75$ ). In a similar manner, Bayuk and Küçük (2007) mention that there is a possibility about preferring of enterprise or product or service by the satisfied customer again as a consequence of their study. Customer satisfaction is an important factor with regards to gain positive image for the enterprise and it is an essential element in order to gain brand loyalty. However, it is not sufficient because of the satisfaction does not equivalent to the loyalty. When the literature that is related with brand loyalty is reviewed (Parasuraman and et al. 1994; Kwon and et al., 2005; Çatı, Koçoğlu, Gelibolu, 2010); it may possible to mention that the enterprises that have steady and loyal customers acquire the competitive advantage in the market. In this direction, one of the primary goals of the enterprises could be considered to increase the sense of loyalty on their customers through the customer satisfaction. So, the customer profile that is showing continuity can be attained. In consequence of mediation tests; in despite of being low effect of the customer value on direct effect ( $t= 2.60$  ve  $R^2= .17$ ) of brand loyalty; while the hypothesis “H4: Customer value effects the brand loyalty positively” is being ACCEPTED; the hypothesis “H5: Customer value effects the performance of customer relationship management (MİY) positively” is resulted “DENIAL” and resulted that there is no direct effect on the performance of MİY either.

When the literature is being viewed; it is possible to find the studies out that the customer value has positive effects on the brand loyalty as well (Cretu and Brodie, 2007; Çelik and Bengül, 2008; Huang and Zhang, 2008). The customer value and customer loyalty have been evaluated within one extent when the exemplary studies are being reviewed. In this study, the effects of extents of customer value on loyalty and performance of MİY have been viewed so, the sense of loyalty of the valuable customer and the effects of the enterprises on the performance of MİY may be considered as an significant element through the increased satisfaction. In that case, the enterprises have to pay regard satisfied customer profile at first while the policies for customer value are carried out.

Consequently, it has been found out that the effect of the customer value on customer loyalty and performance of MİY is provided through the customer satisfaction. Thus, the hypotheses “H2: Customer value and customer satisfaction effect the brand loyalty positively” and H3: Customer value and customer satisfaction effect the performance of customer relationship management (MİY) positively “ are ACCEPTED. This study that was involved with fitness centers due to being sample group within service sector which are operating as customer oriented is inferring that the value that is given to the customer provides to improve the continuity of the service and correspondingly the loyalty through satisfied customer.

Considering this values of identical enterprises during the service practices; competition superiority can be achieved and profitability improvement can be observed as well.

The effects of basic extents that comprises of customer value on the customer satisfaction, the performance of MİY and brand loyalty has been reviewed with this study. On the other hand, the customer value may be discussed as an independent variable for the next studies. For instance, the effect of the customer value on buying behaviour can be measured. Beside this, the correlation of the customer value and customer satisfaction with demographic variables may be analysed. This study is considered to be a guide for the researches which will study about customer value, customer satisfaction, brand loyalty and the performance of MİY.

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**AN ANALYSIS OF PSYCHOLOGICAL OUTCOMES OF THE PARENTS OF THE CHILDREN ATTENDING THE SUMMER SPORTS SCHOOL AT ATATÜRK UNIVERSITY**

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