

## Quality of Work Life and Job Satisfaction Among Employees at Fitness Center in Klang Valley

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### Abstract

*This paper discusses the relationship between quality of work-life and job satisfaction among employees at the fitness centre in Klang Valley. Questionnaire data were collected from a cross-sectional survey administered to 194 employees working at a fitness centre in Klang Valley. The key finding of this study shows that a significant positive relationship exists between the quality of work-life and job satisfaction. Based on the same survey statistic, the result indicates that the employees working at the fitness centre had a moderate quality of work-life and an average level of job satisfaction. Fitness centre could use these findings to improve the quality of work-life of the employees to promote job satisfaction which is the primary factor to enhance an individual and organization performance.*

**Keywords:** *employees, fitness centre, job satisfaction, quality of work-life*

## 1. Introduction

Asia's rapid growth of modernisation along with growth rate of obesity among its countries' populations has caused concern. High obesity rate is causing people easy to get infected by a disease, [1],[2] and raising of modern-day living stress [3] are showing that Malaysians are in alarming condition of health problem. With the obesity rates increases, somewhat fitness and weight loss activities have been growing in popularity[4]. Malaysians tend to incorporate a healthy regiment into their daily routine, and they are doing so by joining a health and fitness club where they can continuously be motivated to perform physical activity [5]. While the condition of health problem among Malaysian is worsening, it is not an easy task for health and fitness clubs to fulfil various fitness needs. They are facing enormous challenges and responsibilities to achieve fitness goals from each of its members. The increasing demand drives employees to take a heavy workload. Dealing directly with a customer can be stressful, which is not quite easy to manage. Even if an employee is an experienced one and equipped with proper skills, but when they are dealing with this type of work all day long, stress cannot be avoided [6]. Employees who work in a demanding working environment are prone to occupational stress and fatigue [7]. Prolonged exposure to stressful conditions within a job will lead to job stress. Besides, a demanding working

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environment could cause employees to have a lack of control at work, shorter holidays, longer hours, increased in pressure to time management, work-life balance issues which resulting in occupational stress [8]. In spite of this, the prevalence of such problems in the context of the fitness industry has not been well studied. Those studies will be different than one specified in this paper in terms of employee scope of work which is the fitness centre employees are dealing directly with a customer who frequently deals with customer service problems. Thus, there are needs to assess the quality of work-life and job satisfaction among employees at fitness centre as it may impact the productivity of both employees and the organization.

## **2. Literature Review**

### **2.1. Quality of work-life**

There is work in [9] defines the quality of work-life as a process which member of a work organization can satisfy their personal needs through their work experience in the organization. Although it is not easy to cater the needs of the employees especially in a big organization, most employers are trying their best to provide all the personal needs of the employees so that they can contribute more to the organization. According to [10], quality of work-life is a system by which an organization reacts to the needs of its workers to build mechanisms for their full participation in the decision-making process that forms their working lives. An employee tends to be in control of their daily life. It will affect both their working and personal life. [9] mentioned that quality of work-life is vital in the workplace because it can increase workplace morale, encourage employee commitment, enhance productivity and reduce absenteeism. Low quality of work-life can lead to harmful behaviour such as not coming for work, not completing the task given, commit a crime at the workplace such as stealing and disturbing daily process at work. [11] have identified performance, reliability, aesthetic and complying with customer requirement are factors that need to be assessed when determining the quality of work-life in an organization. Performance refers to the operating characteristic of an organization. Reliability is an assurance that a product will not fail within a specific period. Aesthetics is a subjective dimension indicates the type of response a customer has to a product or services. Complying with customer requirement is the quality attributed to a service provided where customers achieve satisfaction and will repeat purchase on the good or services. Quality cannot be analysed by only one factor, but it has to include the whole organization. To improve employee's quality of work-life, an organization needs to improve their quality of management such as management style, engagement, sense of achievement, empowering and trusting [12]. [13] also reported that by improving quality of work-life in an organization, Employees and management would benefit by jointly addressing job-related problems, building cohesion, enhancing work environments, carefully and equally managing human resource outcomes and benefits.

## 2.2. Job satisfaction

Job satisfaction is correlated with people's attitude and feelings towards their job. Positive attitudes to the workplace indicate satisfaction with the job. Negative attitudes to the job indicate frustration with the job [14]. When analysing job satisfaction, some researchers use common sense to say a pleased worker is a good worker, and a productive worker is a successful worker. Job satisfaction is well expressed through the attitude of employees. They can have different attitudes depends on various aspect of their jobs such as what kind of work they do, their co-workers, supervisors, pays and management. [15] mentioned in that managers should realize the importance of job satisfaction of their employees as a determinant of building the right worker-employer relationships thus increasing the performance of each individual and the overall organization, a satisfied employee develops and participates in the success of any organization. High levels of job satisfaction can be a sign of a good emotional state, and the mental state of workers where happiness results in positive behaviour, and vice versa [16].

## 2.3. Fitness centre

According to [17], The fitness centre is wellness, recreational and social facility equipped for exercise, sports and other physical activities. Fitness centre usually is a commercial profit facility, and a successful facility will accommodate both the serious athlete and the casual recreational user. The purpose of the fitness centre is to be the place where you can refresh yourself, strengthen your body without submitting to the demands of the competition or the goals set, and even have fun [18]. Activity options include group instructional programs and individual fitness opportunities. Group instructional programs range from yoga and martial art while individual fitness activities are cardiovascular training, weight training, in which one can have the option to be supervised by a trainer. [19] stated that commercial health & fitness centres have a role in promoting the local economy Health & Fitness clubs. They are not only having an essential position in social sporting service, but they are also imposing the importance of health care. National Institute of Aging in [20] reported that the reason why the fitness industry had changed and become more popular is because of health awareness. The continuous improvement in the standard of living, there are many chronic diseases which appear in middle age and the even younger generation. The idea of fitness derives from a growing awareness of worsening physical conditions, including heart, lung, and vessel disease. Among individuals who are particularly aware of the limitations of medication, exercise has become a primary preventive medicine. It is a way of reducing sickness and encouraging and expanding healthy living among young and old alike with proper oversight.

## 3. Methodology

This study focusses on the fitness centre located in Klang Valley. Klang Valley is an area in Malaysia which is centred in Kuala Lumpur and includes its adjoining cities and towns in the state of Selangor. Based on the Google map search application, there is a total of 130 actively operating fitness centre in Klang Valley. A cross-sectional survey was implemented for this study where information on a specific population were gathered at a single point of time. Considering the objectives of this research, a questionnaire is adapted for data

collection. The questionnaire consists of a demographic section, Walton's Quality of Work-Life questionnaire [21], and the Michigan Organizational Assessment Questionnaire (OAQ). In total, 300 sets of questionnaires have been distributed randomly to employees working at a fitness centre across Klang Valley. Respondents required to answer the questionnaire on the spot. Based on these 300 sets of questionnaires, 194 of them is a usable respond.

## 4. Result

### 4.1. Demographic profile

**Table 1: Demographic Profile of Respondents**

		FREQUENCY	PERCENT (%)
Gender	Male	118	60.8
	Female	76	39.2
Age	18 – 30 years' old	184	94.8
	31 - 40 years' old	8	4.1
	41 - 50 years' old	2	1.0
Total years of working experience	0 – 5 years	140	72.2
	6 – 10 years	54	27.8
Years of working at current company	0 – 5 years	190	97.9
	6 – 10 years	4	2.1

Table 1 above shows the frequencies and percentage of respondents who participated in this survey. The result shows that the majority of respondents were males, with 60.7% while the female is 39.2%. Based on age, 94.8% of the respondent's age are range from 18 to 30 years old, and the majority of the respondents have total working experience ranging from 0 to 5 years. Based on years of working at the current company, the table above shows 97.9% of the respondents have been working at their current company for the period of 0 to 5 years.

### 4.2. Level of quality of work-life

**Table 2: Level of Quality of Work-life**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	50%	152	78.4	78.4
	75%	42	21.6	100.0
Total	194	100.0	100.0	

Table 2 shows 78.4% of these respondents have a moderate level of quality of work-life (N=152) and 21.6% of the respondents have a high level of quality of work-life (N=42).

#### 4.3. Level of job satisfaction

**Table 3: Level of Job Satisfaction**

		Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid	50%	121	62.4	62.4	62.4
	75%	73	37.6	37.6	100.0
Total		194	100.0	100.0	

Table 3 indicates the level of job satisfaction among employees working in the fitness centre at Klang Valley. Result shows 62.4% of respondents have a moderate level of job satisfaction (N=121) and 37.6% of the respondents have a high level of quality of work-life (N=73).

#### 4.4. Pearson Correlation

**Table 4: Pearson Correlation Analysis**

		QWL	JS
QWL	Pearson Correlation	1	0.846**
	Sig. (2-tailed)		.000
	N	194	194
JS	Pearson Correlation	0.846**	1
	Sig. (2-tailed)	.000	
	N	194	194

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows there is a significant positive relationship ( $P < 0.01$ ) between the quality of work-life and job satisfaction ( $r = 0.846$ ). The significant correlation value of 0.846 confirms that both variables appear to be in a robust positive correlation. This correlation concludes that the quality of work-life influences job satisfaction among employees at the fitness centre.

## 5. Discussion

### 5.1 Level of job satisfaction of employees at a fitness centre in Klang Valley

The result by the descriptive statistic on the level of quality of work-life among employees at a fitness centre in Klang Valley shows 78.4% of the employees had a moderate level of quality of work-life while 21.6% of the employees had a high level of quality of work life. It is stated earlier that employees at the fitness centre are facing a high working load. National Institute of Health [6] reported that employees who are facing a high working load and especially for those who are dealing directly with a customer could be stressful. However, the result of this study indicates that the employees had a moderate level of quality of work life. This shows that the quality of work-life among employees at the fitness centre in Klang Valley is good. Even so, to achieve excellent quality employer can increase workplace morale, encourage employee commitment, enhance productivity and reduce absenteeism [9]. This will lead to an efficient working environment.

## **5.2 Level of overall quality of work-life of employees at a fitness centre in Klang Valley**

Based on descriptive statistic done on the level of job satisfaction among employees at a fitness centre in Klang Valley, it shows 62.4% of the employees had a moderate level of job satisfaction while 37.66% of the employees had a high level of job satisfaction. [26] stated that employment satisfaction associated with people's attitudes and feelings about their work where a positive attitude towards a job shows job satisfaction. Moderate to high levels of job satisfaction may be a sign of a good emotional and mental state of employees where the satisfaction will be displayed in positive behaviour. This statistic shows that employees working at a fitness centre in Klang Valley have a positive attitude on the various aspect of their jobs such as what kind of work they do, their co-workers, supervisors, pay, and management [16].

## **5.3 Relationship between the quality of work-life and job satisfaction among employees at fitness centre in Klang Valley**

A correlation test was used to measure the relationship between two variables which were quality of work-life and job satisfaction. The result was tested using Pearson Correlation analysis to investigate the relationship between both of the variable among employees working at a fitness centre. The result of an investigation for quality of work-life and job satisfaction obtained by Pearson Correlation analysis indicates that there is a positive relationship between both variables because the correlation is significant at the 0.01 level ( $r=0.846$ ). The  $r$ -value ( $r=0.846$ ) shows that the strength of the relationship between quality of work-life and job satisfaction is solid. This means that the criteria of quality of work-life had a powerful influence on job satisfaction among employees working in a fitness centre. A similar result was found by [22], where he stated that all of the aspects of quality of work-life have a positive relationship with job satisfaction. Thus, there is a positive relationship between job satisfaction and quality of work life. The result is supported by study on quality of work-life and job satisfaction where the result shows significant positive correlation among quality of work-life and job satisfaction [23],[24],[25],[26],[27],[28],[29].

## 6. Conclusion

The research on employee working at a fitness centre is minimal. Because of the rapidly growing demand for the importance of fitness and health, the fitness centre must deliver the best services for their customer. This finding of this study able to provide implication for both employers and employees working at a fitness centre.

Based on the findings in this research, the quality of work-life had a significant positive relationship with job satisfaction. The criteria of quality of work-life had a powerful influence on job satisfaction among employees working at a fitness centre. These findings are a useful indicator of how an employer can manage their employees to promote job satisfaction where it can improve employee's productivity and loyalty. The organization needs to improve its quality of management such as management style, engagement, sense of achievement, empowering and trusting to improve employee's quality of work life. The limitation that the researcher has occurred is that the number of employees working at a fitness centre is limited. Besides, mostly, they are working based on shift. One fitness centre only has five employees or less at one time. Thus, to meet 300 total respondents is a considerable challenge. Future research can conduct the same study by qualitative data (observations and interviews) to further validate the results obtained from questionnaires.

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