

Original Article

Does Quality of Work-Life in the Fitness Centers Affect the Turnover Intention of Fitness Trainers for Women?

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DOI: 10.29081/gsjesh.2022.23.1.08

Keywords: *Quality of work life, turnover intention, fitness trainers, fitness centers*

Abstract

This study aims to examine the effect of work-life quality on women trainers' turnover intentions in fitness centers. Data were collected from fitness centers for women in metropolitan cities in the western part of Turkey. 243 women fitness trainers participated in the study voluntarily. The work-life quality scale developed by Chen and Farh (2000) and the turnover intention scale developed by Landau and Hammer (1986) were used as data collection tools. Hierarchical regression analysis was used to determine the effect of work-life quality on turnover intention. The analysis showed that the quality of work-life in the fitness centers for women affected the turnover intention of women fitness trainers significantly and negatively ($\beta=-0.358$; $p<0.01$). As a result, this study suggests that organizations should increase the quality of work-life to reduce employee turnover intention.

1. Introduction

Especially the employees in the service sector are among the most important elements of production. The influence of employees in the development of quality production is undeniable. Considering that employees are the source of service quality and customer satisfaction, it is accepted by the literature that first of all, the expectations of the employees should be met by the organization (Jeon, & Choi, 2012; Yildiz, 2016).

Since the experiences of the employees in the workplace are reflected in their emotions, behaviors, and job performances, it is clear that the factors affecting the employees should be taken into consideration (Güllü, 2020). For employees, the organizational climate may cause them to stay at work or, on the contrary, to have a turnover intention (Els, Brouwers, & Lodewyk, 2021; Subramanian, & Shin, 2013).

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In particular, organizations that give importance to service quality and customer satisfaction want to have long-term cooperation with successful employees. There is evidence that the service production process is interrupted by employees who change frequently in the service sector, and thus customer dissatisfaction occurs (Wildes, 2007). Therefore, one of the conditions for organizations to be successful is to apply methods to retain their employees for many years.

Quality of work-life is an important phenomenon that affects the retention of employees for a long time on the one hand and the intention of employees to leave on the other hand (Mosadeghrad, 2013). Therefore, it is clear that especially service organizations should take the quality of work-life into account. Fitness centers are organizations that are in the service sector and meet the specific needs of people (Kara, & Yildiz, 2013). The main purpose of these organizations is to meet people's demands for exercise, health, and physical fitness. Customers receive services from these organizations in order to lose weight, achieve a proper physical structure, and meet similar expectations (Yildiz, Polat, & Yildiz, 2021). At this point, the way to ensure customer satisfaction is the happiness of the employees, as well as their stable and long-term working life. The fact that the employees are in the same organization for a long time is related to the absence of turnover intention (Agus, & Selvaraj, 2020). The increase in the quality of work-life may be a factor that reduces the turnover intention of employees from fitness centers. From this point of view, this study aims to examine the effect of work-life quality on turnover intention in fitness centers by focusing on women fitness trainers.

2. Material and methods

In this study, the convenience sampling method was preferred. Data were obtained from women trainers of 49 commercial fitness centers for women located in major cities in the western region of Turkey. The questionnaires were distributed to the trainers by the researchers with special permission from the fitness center administrations. One week later, 251 forms were returned. It was seen that 243 forms were usable in the analysis after the incorrect forms were separated.

Two scales were used to collect data in the study. One is the quality of work-life scale developed by Chen and Farh (2000), and the other is the turnover intention scale developed by Landau and Hammer (1986). The validity and reliability of both scales were studied by Yildiz (2013) in the Turkish population earlier, and high factor loads and reliability coefficients were obtained.

The work-life quality scale consists of 12 items and 4 sub-dimensions (work/life balance, job characteristics, supervisory behavior, compensation & benefits) (Huang, Lawyer, & Lei, 2007). The turnover intention scale consists of 3 items and a single dimension. Statements in both scales were measured with a 5-point Likert-type (from 1=strongly disagree, to 5=strongly agree).

3. Results and Discussions

In the statistical analysis, the correlation was used to determine the relationships between the variables, and hierarchical regression analysis was used

to assess the effect of the independent variables on the dependent variable, in line with the purpose of the study.

Table 1. *Demographic characteristics*

Variables		f	%
Marital status	Single	129	53.1
	Married	114	46.9
Age	25 and below	55	22.6
	26-30	56	23.0
	31-35	47	19.3
	36-40	42	17.3
	41-45	33	13.6
	46 and above	10	4.1
Education	Lycée	42	17.3
	Undergraduate	170	70.0
	Master's	31	12.8
Income (USD)	300 and below	20	8.2
	301-357	108	44.4
	358-464	77	31.7
	465-571	20	8.2
	572 and above	18	7.4
Length of working life in current organization (years)	2 and below	38	15.5
	3-4	40	16.5
	5-6	46	18.9
	7-8	43	17.7
	9 and above	76	31.3
Role	Trainer	218	89.7
	Head trainer	25	10.3

More than half of the participants are single (53.1%) and 23% are between the ages of 26-30. The majority of the participants have an undergraduate degree (70%) and an income of 301-357 USD (44.4%). The majority of the participants have been working in the current organization for 9 years or more (31.3%), and 218 (89.7%) are trainers.

Test for validity and reliability

Exploratory factor analysis (EFA) was used for the validity of both scales, and Cronbach's alpha coefficient was calculated for the reliability. According to the EFA results, the quality of work-life scale is 4-dimensional and factor loadings vary between 0.645 and 0.866. The factor loads of the turnover intention scale vary between 0.806 and 0.859. All these values are compatible with the validity values stated in the literature (Hair et al., 1995). According to the reliability calculations, Cronbach's alpha coefficient of the quality of work-life scale is 0.855 ($\alpha=0.713$ for work/life balance, 0.720 for job characteristics, 0.793 for supervisory behavior, 0.852 for compensation & benefits). The Cronbach's alpha coefficient of the turnover intention scale is 0.775. All these values are well above the minimum reliability values stated in the literature (Nunnally, & Bernstein, 1994). As a result,

the validity and reliability values of the scales applied to fitness trainers are fully compatible with the original studies (Chen, & Farh, 2000; Landau, & Hammer, 1986).

Correlation analysis

Table 2 shows that there is a significantly negative relationship between quality of work-life and turnover intention ($r=-0.407$; $p<0.01$). Accordingly, as the quality of work-life increases, employees' turnover intentions decreases. Similarly, the turnover intention significantly negatively correlated with all sub-dimensions of work-life quality ($r=-0.329$ for work/life balance, $r=-0.420$ for job characteristics, $r=-0.173$ for supervisory behavior $r=-0.320$ for compensation & benefits). On the other hand, only age and working life among the demographic variables are significantly and negatively related to turnover intention. As the age and working life of the employee's increase, their turnover intention decreases.

Table 2. Results of correlation analysis

Variables	1	2	3	4	5
1. Age	1				
2. Education	-.104	1			
3. Income	.230**	.089	1		
4. Length of working life in current organization	.364**	.029	.273**	1	
5. Role	.116	.152*	-.021	.092	1
6. Work/life balance	-.120	.175**	.082	-.041	-.047
7. Job characteristics	.060	-.157*	.089	.117	.028
8. Supervisory behavior	-.090	.045	-.065	-.147*	-.226**
9. Compensation & benefits	-.047	-.132*	-.017	.034	-.029
10. Quality of work life	-.069	-.021	.024	-.019	-.098
11. Turnover intention	-.218**	-.122	-.045	-.303**	-.048

* Correlation is significant at the 0.05 level. ** Correlation is significant at the 0.01 level.

Table 3. Results of correlation analysis (continued)

Variables	6	7	8	9	10
1. Age					
2. Education					
3. Income					
4. Length of working life in current organization					
5. Role					
6. Work/life balance	1				
7. Job characteristics	.482**	1			
8. Supervisory behavior	.237**	.286**	1		
9. Compensation & benefits	.454**	.491**	.519**	1	
10. Quality of work life	.712**	.732**	.707**	.837**	1
11. Turnover intention	-.329**	-.420**	-.173**	-.320**	-.407**

* Correlation is significant at the 0.05 level. ** Correlation is significant at the 0.01 level.

Hierarchical regression analysis

Table 3 shows the hierarchical regression analysis results between dependent and independent variables. According to the results of the analysis, the quality of work-life has a significant and negative effect on turnover intention. The significant

effect of “age” and “length of working life in the current organization” on turnover intention in the first step of the analysis continued in the second step of the analysis. Accordingly, as the age and working time of the trainers increase, their intention to stay in their organization increases.

Table 4. Hierarchical regression analysis among independent and dependent variables

Independent variables	Step 1			Step 2		
	Beta	t	p	Beta	t	p
1. Age	-.156*	-2.327	.021	-.195**	-3.111	.002
2. Education	-.140*	-2.242	.026	-.081	-1.378	.169
3. Income	.075	1.173	.242	.111	1.846	.066
4. Length of working life in current organization	-.264**	-3.951	.000	-.274**	-4.409	.000
5. Role	.018	.283	.777	-.002	-.033	.974
6. Quality of work life	-	-	-	-.358**	-6.170	.000
F		6.878			12.974	
R ²		.127			.248	
Adjusted R ²		.108			.229	

Note. Standardized beta values were used, **p <0.01; *p <0.05

Discussions

There are studies in various sectors in the literature on the relationship between quality of work-life and turnover intention. However, studies in the sports and physical activity sector are very few. Therefore, in order to contribute to the literature, this study focused on women fitness trainers and examined how the quality of work-life in fitness centers affected their turnover intentions. Due to the characteristics of the sample group, the result of this study will contribute to both sports and management literature.

The results of our study showed that the quality of work-life in fitness centers affected women trainers’ turnover intentions significantly and negatively ($\beta=-0.358$; $p<0.01$). In a study conducted in the sports sector, Yildiz (2013) found that the quality of work-life had a significant and negative effect on employees’ turnover intentions ($\beta=-0.644$; $p<0.01$). Both studies have similar results.

There are many studies in different sectors in the literature on the relationship between quality of work-life and turnover intention. Indhumathi, Balaji, and Hemalatha (2019) found that quality of work-life had a significant and negative effect on turnover intention ($\beta=-0.717$; $p<0.01$). In one of the most recent studies, Algazlan et al. (2022) conducted their studies on pharmacy workers. As a result of the study, it was found that the quality of work-life had a significant and negative effect on the turnover intention ($\beta=-0.131$; $p<0.01$).

The literature also has studies made specifically for women. Almalki, Gerald, and Clark, (2012), in their study on nurses in the health sector, found significant and negative relationships between quality of work-life and turnover intention, at $p<0.01$ level in all dimensions (work life/domestic life, $r=-.245$; work design, $r=-.408$; work context, $r=-.497$; work world, $r=-.291$). Jabeen, Friesen, and Ghoudi

(2018) found a significant and negative effect of work-life quality on turnover intention in their study on women in the public sector ($\beta=-0.220$; $p<0.01$).

5. Conclusions

As can be seen from the examples given above, all studies are similar to our study. Although there are sectoral and cultural differences, the results are similar. As a result, it can be said that fitness centers should give importance to the quality of work-life in order to retain their employees and reduce their turnover intentions. The perception of high quality of work-life in employees can also reduce their absenteeism (Celik, & Oz, 2011). Thus, fitness centers can have stable employees for a long time. For this, fitness center managers should adjust the working hours and workloads of the employees in a way to ensure work-life balance, enrich the characteristics of the job, make the employees motivating, show supportive behaviors to their employees, and reward the employees who perform above the job standards.

Funding: This research received no external funding.

Conflicts of Interest: The authors declare no conflict of interest.

Ethical clearance: That is especially important when conducting research with humans. The major principle for making sure that no harm is done to any participants in the research. Also, as this was not an interventional study, ‘permission form’ and ‘voluntary confirmation letter’ were taken from all the participants. Informed consent of participants was obtained, and they were at liberty to participate and withdraw voluntarily. We also ensured that their responses were anonymous and confidential.

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