Article

# Analysis of Fitness Center Infrastructure Quality on Visitor Satisfaction

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Abstract. Visitor satisfaction with infrastructure will demand an increase in the quality and quantity of the Fitness Center which will affect the development. Preliminary study showed that there was increase in visitors from June to October 2020. The infrastructure at the PT Ganesha Mitra Perkasa Fitness Center was more complete than other gyms in Boja District. However, there were several facilities and infrastructures that were less supportive, limited tools, and some tools were poorly maintained. This study aimed to determine the infrastructure management and visitor satisfaction with the infrastructure quality. This research was qualitative research by collecting observation data, interviews, and documentation. Data source used primary dan secondary data. The results showed that the infrastructure management was good because procurement was adjusted to customer needs, evaluation was carried out once a month, and maintenance was carried out every day. Visitors were satisfied with the infrastructure were safe, and if there was a damaged tool it will be evaluated for repair or replacement. The conclusion was the management of infrastructure was good and visitors were satisfied with the existing infrastructure.

Key words: Fitness Center, Satisfaction, Infrastucture

Abstract in Indonesia. Kepuasan pengunjung terhadap sarana prasarana akan menuntut peningkatan kualitas dan kuantitas Fitness Center sehingga akan berpengaruh terhadap pengembangan tempat tersebut. Studi pendahuluan menunjukkan bahwa terdapat kenaikan jumlah pengunjung dari bulan Juni sampai Oktober 2020. Sarana prasarana di Fitness Center PT Ganesha Mitra Perkasa lebih lengkap dibandingkan tempat gym lain di Kecamatan Boja. Namun ada beberapa sarana dan prasarana yang kurang mendukung, alat yang terbatas, dan beberapa alat yang kurang terawat. Penelitian ini bertujuan untuk mengetahui manajemen sarana prasarana dan kepuasan pengunjung terhadap kualitas sarana prasarana. Penelitian ini adalah penelitian kualitatif dengan pengumpulan data observasi, wawancara, dan dokumentasi. Sumber data menggunakan data primer dan data sekunder. Hasil penelitian menunjukkan bahwa manajemen sarana prasarana dilakukan setiap hari. Pengunjung merasa puas dengan sarana prasarana dilakukan setiap sebulan sekali, dan pemeliharaan dilakukan setiap hari. Pengunjung merasa puas dengan sarana prasarana yang ditawarkan, karena harga cukup terjangkau dan tidak ada batas waktu, sarana dan prasarana aman, dan jika terdapat alat yang rusak akan ditampung dan dilakukan evaluasi untuk perbaikan atau diganti. Kesimpulannya yaitu manajemen sarana prasarana sudah baik dan pengunjung merasa puas dengan harapan pengunjung.

Kata Kunci: Fitness Center, Kepuasan, Sarana Prasarana

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## **INTRODUCTION**

Sport is a fundamental need for every human being, ensuring that physical condition and health are well maintained. However, contemporary lifestyles often lead people to spend excessive time working, particularly in office environments where individuals are confined to their desks and computers from morning till evening. Consequently, physical exercise has become a rare activity, often relegated to spare time. Nonetheless, the growing awareness of the importance of physical fitness has led many to frequent gyms. According to Prasetyo (2016), sport is a vital activity that contributes to human well-being and should be integrated into daily life. Hairy (2013) noted that effective training depends on factors such as intensity, duration, frequency, combination of exercises, and recovery periods.

The sports industry is burgeoning and is projected to expand rapidly in the future. The development of the sports business is essential for fostering an advanced and transformative society, structurally and culturally (Dewi et al., 2020). The increasing popularity of gyms exemplifies this trend, with growing

numbers of individuals, including employees, students, and the general public, participating in fitness activities. One notable example is the PT Ganesha Mitra Perkasa Fitness Center located in Boja, Kendal, Indonesia.

Fitness centers offer distinct advantages over other sports venues, such as supervised training sessions and flexible schedules, as highlighted by Sari & Maliah (2022). The PT Ganesha Mitra Perkasa Fitness Center, in particular, provides comprehensive facilities and infrastructure, catering to visitors' desires for a proportional, flexible, and strong physique, thereby boosting their confidence in social settings.

Given the diverse visitor demographics, including varying backgrounds, ages, and genders, the PT Ganesha Mitra Perkasa Fitness Center faces increasing competition. To maintain and enhance its visitor base, the center must strengthen its management practices, encompassing planning, organizing, supervising, defending, and ensuring accountability for its services' quality and quantity (Hartanto, 2013).

Visitor satisfaction is a critical measure of a fitness center's success (Hidayat, 2017). Excellent service, characterized by high standards and responsiveness to customer needs, is paramount (Rahmayanty, 2013). Providing optimal service can significantly enhance a fitness center's progress by ensuring member retention and satisfaction (Desenta & Yuliastrid, 2011). The development of infrastructure quality and service improvement directly influences a gym's growth and visitor satisfaction (Syarifuddin & Sari, 2015). This aligns with Cizrelioğulları's (2021) findings that gym service quality in Northern Cyprus affects customer satisfaction. Muhlis et al. (2019) also reported a high level of visitor satisfaction with infrastructure quality, with a satisfaction rate of 82.79%.

Visitor satisfaction is contingent upon the quality of goods or services provided (Amalia & Sarma, 2018). Kotler & Keller (2009) posited that the alignment between a product's performance and visitor expectations determines satisfaction levels. If the product meets or exceeds expectations, visitors are likely to return and recommend the service.

According to Indonesia's Law Number 3 of 2005 concerning the national sports system, sports infrastructure encompasses the facilities and environments used for sports activities. Government Regulation Number 16 of 2007 stipulates the standardization process for various aspects related to sports. Agus in Kristi & Nasrullah (2014) emphasized that infrastructure must be safe, accessible, cost-effective, appealing, movement-inducing, need-specific, goal-oriented, and durable to ensure visitor comfort and satisfaction.

The PT Ganesha Mitra Perkasa Fitness Center experienced a significant increase in visitors from June to October 2020, attributed to its strategic location and affordable operational costs. Despite the pandemic-induced operational disruptions, the center's visitor numbers rose from 305 in June to 1061 in October. This growth underscores the importance of quality infrastructure in attracting and retaining visitors.

Observations at the PT Ganesha Mitra Perkasa Fitness Center revealed several deficiencies, including limited parking space, inadequate equipment, and poor maintenance, affecting visitor comfort. This situation highlights the need for service quality improvement to meet customer expectations. Based on this background, this study aims to analyze the impact of infrastructure quality on visitor satisfaction at the PT Ganesha Mitra Perkasa Fitness Center.

## **METHODS**

This research was qualitative research. This research was conducted on September 20 - October 15 2021 at the PT Ganesha Mitra Perkasa Fitness Center which is located at Jl. Raya Boja-Kaliwungu KM 1 Boja Kendal. The object of this research is PT Ganesha Mitra Perkasa's Facilities and Infrastructure Fitness Center, while the subjects in this study are the owners, trainers, and visitors. The instruments in this study used interview guides and documentation.

Data collection methods in this study are observation, interviews, and documentation. In this study, the researcher conducted passive participatory observation, which means that the researcher came to the place of the activity of the person being observed, but was not involved in the activity and then conducted interviews. In this study, researchers used unstructured interviews. Unstructured interviews were conducted with informants to obtain primary data regarding the quality of infrastructure and obtain more in-depth information about the respondents. Furthermore, researchers do documentation either in the

form of writing, pictures, or other documentation works.

Checking the validity of the data was done by using a triangulation technique. The triangulation technique used is data source triangulation. The data analysis consists of data reduction, data presentation, drawing conclusions, and verification.

#### **RESULTS AND DISCUSSION**

The quality of infrastructure facilities at PT Ganesha Mitra Perkasa Fitness Center generally met visitor expectations, albeit with some obstacles. The finding aligns with the research of Mahesa & Sulistyarto (2022), which reported high levels of customer satisfaction with the service quality at Iron King Gym. Similarly, Prasetyo (2015) found that the satisfaction level of futsal customers reached 80%, categorizing it as satisfactory. Falsafi (2012) also demonstrated that consumer satisfaction with sports hall services in Bekasi fell within the satisfied category.

The infrastructure at PT Ganesha Mitra Perkasa Fitness Center encompasses weight training, cardiorespiratory training, and various supporting facilities. Weight training includes both free weights and gym machines, while cardiorespiratory equipment consists of ergocycles and treadmills. Supporting facilities include lockers, bathrooms, scales, dispensers, prayer rooms, and parking lots.

The increasing competition among fitness companies necessitates that PT Ganesha Mitra Perkasa strengthen its management practices. This includes meticulous planning, organizing, implementing, evaluating, and ensuring accountability for all services provided, both in terms of quality and quantity, to maintain stability and potentially increase visitor numbers. According to Rahmati & Honari (2013), management must be customer-oriented, continually identifying and responding to their needs and demands through constant communication, thereby enhancing member loyalty through improved service quality.

In terms of funding for infrastructure facilities, the allocation is adjusted according to the condition of training tools and services to ensure consumer comfort. Preparations before operating hours involve cleaning and sanitizing equipment at night, so visitors find the facilities ready for use in the morning.

The Ganesha Mitra Perkasa Fitness Center operates an organization called Ganesha Club, managed by its members, with a structured leadership including a chairman, deputy chairman, secretary, and treasurer. The fitness center holds an official business license, and its operations run smoothly despite occasional drops in visitor numbers.

Monthly monitoring at the Ganesha Mitra Perkasa Fitness Center is conducted to evaluate the condition of gym equipment, identifying any items that are damaged or require replacement. The addition of new equipment is contingent upon consumer needs.

Satisfaction with tangible facilities and infrastructure referred to as direct evidence includes the quality of physical facilities, the appearance and discipline of trainers, and the overall use of infrastructure. Suarjaya & Herlambang (2020) highlighted that maintenance and the physical environment positively influence service user satisfaction. Furthermore, Budhi & Sumiari (2017) confirmed that the variable of physical evidence has a significant positive impact on customer satisfaction.

#### **Infrastructure Management**

#### Planning

An interview with Vini Oktavia Arliyani revealed insights into the organizational structure of PT Ganesha Mitra Perkasa Fitness Center. Arliyani noted, "Our organization had a Ganesha Club before. There were a lot of them, just because they were old, so they rarely got together, they were busy with their respective jobs, it was rare that those who came here rarely practiced either, and most of the young people were the children of the Ganesha Club organization, the young ones." This statement indicates that the fitness center has an established organization, the Ganesha Club, which aids in its management. This aligns with Skinner's (1999) view in Anoraga (2007) that organizing is a critical management function, involving the grouping of people, task assignment, and mission execution.

Further insights were provided by Trainer Rio Aditya, who explained, "Yes, if there is an organization here, it's called the Ganesha Club, I'm also here as a member of the Ganesha Club. Yes, like an organization, usually there is a chairman, a deputy, a secretary, and a treasurer. The chairman is

Tomi, the deputy is Bang Efendi, the secretary, Mas Untung, the Treasurer, Mas Ikhsan. More or less like that, the rest are members." This illustrates that the Ganesha Club has a well-defined organizational structure, primarily composed of regular gym visitors.

However, challenges in organizing were highlighted by Rio Aditya, who mentioned, "Yes, of course, every organization has a different vision and mission for each member. The task of the chairman must be able to unite his vision and mission into one goal." Despite these obstacles, the chairman of the Ganesha Club has managed to unify the diverse visions and missions of its members, ensuring cohesive organizational functioning.

## Organizing

An interview with Vini Oktavia Arliyani provided insights into the organizational structure of PT Ganesha Mitra Perkasa Fitness Center. The fitness center established the Ganesha Club, which initially had a significant number of members. However, many older members became less active due to professional commitments and other responsibilities, leading to a decline in participation. Currently, the organization includes younger individuals, often the children of the original members. This structure supports the management of the fitness center, aligning with Skinner's (1999) assertion in Anoraga (2007) that organizing involves grouping people, assigning tasks, and carrying out mission-oriented activities.

Further elaboration came from Trainer Rio Aditya, who confirmed the existence of the Ganesha Club and described its organizational structure, which includes a chairman, deputy chairman, secretary, and treasurer. The leadership positions are held by Tomi (chairman), Bang Efendi (deputy chairman), Mas Untung (secretary), and Mas Ikhsan (treasurer), with regular gym visitors forming the remaining membership.

Despite a clear organizational framework, the Ganesha Club faces challenges. According to Rio Aditya, each member's differing vision and mission pose a significant obstacle. The chairman's role is to consolidate these varied perspectives into a unified goal. This indicates that while the Ganesha Club operates with a structured hierarchy, effective leadership is crucial to overcoming internal challenges and achieving cohesive management.

## Implementation

An interview with Vini Oktavia Arliyani regarding infrastructure revealed that the fitness center operates without issues related to official permissions. Arliyani stated, "For that no, because we all have official permission." This indicates that the PT Ganesha Mitra Perkasa Fitness Center has secured all necessary licenses, ensuring smooth operational activities.

Trainer Rio Aditya corroborated this, noting, "Alhamdulillah, everything is running smoothly, the number of visitors is not as rich as it used to be." This further confirms that the fitness center functions effectively and without significant operational hindrances. However, there has been a noticeable decrease in visitor numbers, attributed to the pandemic. Despite this decline, the center continues to provide services, supported by its robust infrastructure and official permissions.

#### Evaluation

Interviews with Vini Oktavia Arliyani and Trainer Rio Aditya provided detailed insights into the monitoring, supervision, and feedback mechanisms at PT Ganesha Mitra Perkasa Fitness Center. According to Arliyani, regular monitoring and evaluation are conducted monthly to assess activities and infrastructure. She stated, "Every month we monitor and evaluate. The point is that every month we have an evaluation meeting, yes, a monthly meeting, so we always evaluate what is lacking tomorrow, should there be one. The problem with adding tools depends on whether we need them or not, he always asks to buy it, buy it, if it's needed, we'll buy it right away, but if it still works, or if it's not too important, we're still considering it." This systematic approach ensures that any deficiencies in infrastructure or operations are promptly addressed, aligning with Skinner's (1999) management function of overseeing and correcting deviations from the plan (Anoraga, 2007).

Trainer Rio Aditya corroborated this process, noting that despite the occasional irregularity due to the main director's busy schedule, monitoring generally occurs monthly. He mentioned, "Oh yeah, this is because the main director has just changed, an office person to monitor this, sometimes it's not routine, bro, sometimes once a month, he's also busy working alone, and sometimes he's out of town." Despite

these challenges, the commitment to regular monitoring remains.

The results of these supervision efforts, as described by Arliyani, indicate that infrastructure-related decisions, such as adding or replacing equipment, are based on current needs and conditions. She stated, "The supervision so far has been good. The problem with adding the tool depends on whether or not he always asks to buy it, buy it, if it's needed, we'll buy it right away, but if it still works, or if it's not too important, we're still considering it." This approach ensures that resources are allocated efficiently and effectively.

Trainer Rio Aditya added that resolving issues identified during supervision serves as motivation for the company to improve continuously. He explained, "Ah, the result is yes, if there is a problem under supervision, what problems are resolved, it can be a motivation for this company again in the future, how else to make it even more advanced, better than before."

Regarding customer feedback, both Arliyani and Aditya emphasized the importance of accepting and addressing criticisms and suggestions from visitors. Arliyani stated, "For example, if someone protests or criticizes this, it should be like this, ma'am. Sometimes the tools are used up. We clean it in the evening because the trainees arrive in the afternoon. If that's the case, some protest, like that, we accept criticism. Then the next time we will discuss it again, we will accept all criticism. For the equipment, sometimes some protest there, it's different here, it's different, maybe he's trained there like this, then he continues to practice here like this, usually they protest and criticize that way. The examples of leg exercises here and there are different." This feedback loop ensures that the fitness center continually adapts to meet visitor expectations and improve service quality.

Aditya echoed this sentiment, saying, "Yes, we accept any criticism and suggestions, we will improve it, we will make this company even better, the point is customer satisfaction is number one, bro." This proactive approach to customer feedback underlines the fitness center's commitment to maintaining high standards of visitor satisfaction and continuous improvement.

#### Satisfaction with Infrastructure

#### **Tangible (Direct Evidence)**

The quality of service in the form of physical facilities, known as tangible or direct evidence, encompasses the convenience of the place, the appearance and discipline of trainers, and the use of infrastructure. This quality directly impacts visitor satisfaction. If the infrastructure meets visitor expectations, satisfaction is achieved, encouraging repeat visits. Conversely, if expectations are unmet, visitors may feel disappointed. Visitor satisfaction, therefore, is closely linked to the quality of goods or services provided.

Several visitors to PT Ganesha Mitra Perkasa Fitness Center expressed satisfaction with the service quality. Novel Akbar highlighted the value received, stating, "I have received satisfaction by good service for Rp. 5,000 to get quality tools that are worth it." Similarly, Cahyo Sasongko noted, "God willing, satisfied because the price is very affordable." Fitracul Awista also expressed contentment, stating, "Satisfied quite satisfied ... because not limited as many hours as satisfied." These sentiments align with previous research indicating that pricing significantly influences member decisions when choosing a fitness center (Ridwan et al., 2022).

Trainer Rio Aditya affirmed the commitment to quality service, stating, "Yes, it is served with all my heart sir, if there is something that needs to be asked, usually new people come here wanting to ask questions at a glance about fitness, answer as much as you like, answer as much as you can and teach them like this and continue to make them comfortable so that they come back." This approach ensures that visitors feel comfortable and well-guided in using the infrastructure, enhancing their overall experience.

The importance of cleanliness was emphasized by Vini Oktavia Arliyani, representing the fitness center's owner, who stated, "People who do fitness here usually what they like, what's important here is that it's clean, they already like it, that's what's important is cleanliness." Maintaining a clean environment is crucial for visitor satisfaction, as confirmed by Arliyani.

However, some visitors reported challenges related to the infrastructure quality. Faris Hidayat mentioned issues with equipment durability, stating, "Some of the tools are cables... the cables break easily or break easily if a heavy load is used. For others, it is quite good. Not yet, because the tools are just basic enough, still lacking." Fitracul Awista echoed similar concerns, noting, "Eee... the treadmill

can't be used, that's the manual. One tool is incomplete, secondly, if it's crowded, the queues take a long time to waste time here, so what, the third one isn't neat enough." Novel Akbar also highlighted maintenance issues, stating, "If there are a few problems, most of the time there is a tool that is damaged, like a missing screw or a little something and everything."

These statements indicate that while the overall service quality is satisfactory, specific areas require improvement to ensure continued visitor comfort and satisfaction. Addressing these issues, such as equipment maintenance and infrastructure enhancements, is essential for maintaining high service standards and fostering a positive visitor experience.

#### Reliability

Reliability, defined as the ability to consistently provide promised services to visitors, is a critical aspect of service quality. Observational research indicates that PT Ganesha Mitra Perkasa Fitness Center exhibits a commendable level of service reliability. Several visitors have confirmed the satisfactory performance of personal trainers. For instance, Novel Akbar remarked, "As for personal trainers, it's pretty good, yes." Similarly, Cahyo Sasongko noted, "Given the same direction as the guard or trainer," and Slamet Nur Faizin added, "It's given, but if you can do it yourself, you can practice it yourself." These statements suggest that trainers at the fitness center provide valuable guidance to visitors unfamiliar with the infrastructure.

However, a contrasting opinion was expressed by Fitracul Awista, who stated, "Not given because maybe I've often practiced myself," and added, "In my opinion, actually you haven't mastered it, you're still learning." This feedback highlights variability in the training support received by different visitors, possibly due to the trainers' varying levels of experience.

Vini Oktavia Arliyani, representing the fitness center's ownership, explained the selection process for trainers, stating, "If the trainer is from our university who chooses the person who wants to work with us, he can help us, can train people who want fitness, it doesn't matter to us, it's not the organization that chooses. The important thing is that he can operate the equipment and can train people who are in fitness, that's what we need." This statement indicates that while the trainers may lack extensive experience, they are selected based on their ability to operate equipment and provide fitness training, which aligns with the facility's operational needs.

Despite the varying feedback, the trainers generally succeed in educating visitors on using the infrastructure, contributing to visitor satisfaction. This aligns with the quality requirements for infrastructure facilities, as outlined by Suryobroto (2004) in Kristi (2013), which state that facilities should support the training objectives of visitors, allowing them to maximize the effectiveness of their workouts.

#### Responsiveness

Responsiveness, defined as the ability to provide prompt and accurate assistance while being attentive to visitors' needs, is a crucial aspect of service quality. At PT Ganesha Mitra Perkasa Fitness Center, responsiveness related to infrastructure maintenance and visitor complaints has been observed to be somewhat slow.

Visitor Faris Hidayat highlighted this issue by stating, "Yes, the response is not fast enough." Similarly, Novel Akbar mentioned, "As for criticism, in my opinion, the tools are a bit lacking, one of them is like a leg press and that's how it goes and it's just accommodated." Cahyo Sasongko added, "The suggestion is that the equipment is incomplete, it must be treated again, and responding to it is difficult or difficult." These statements indicate that the fitness center's response to infrastructure-related issues is often delayed, and actions are taken only after considerable deliberation.

Conversely, some visitors had a different experience. Slamet Nur Faizin observed, "If criticism and suggestions, complaints are responded to anyway." Vini Oktavia Arliyani, representing the fitness center's ownership, elaborated on the approach to handling feedback: "For example, there are those who protest or criticize this, it should be like this, madam, the tools sometimes run out, we clean them only at night because the trainees arrive in the afternoon, like that, there are those who protest, like that, we accept criticism. Then the next time we will discuss it again, we will accept all criticism. For the equipment, sometimes some protest there, it's different here, it's different, maybe he's trained there like this, then he continues to practice here like this, usually they protest and criticize that way. The examples of leg exercises here and there are different." This indicates that while feedback is acknowledged, the

process for addressing it is gradual and subject to further evaluation.

#### Assurance (Responsible)

Assurance refers to the ability of service providers to instill confidence and trust in visitors through reliable and secure services. The PT Ganesha Mitra Perkasa Fitness Center has established a reputation for offering quality infrastructure that ensures visitor safety and fosters trust, encouraging repeat visits.

Visitor feedback supports this assessment. Fitracul Awista commented, "Alhamdulillah safe and affordable." This sentiment was echoed by Faris Hidayat, who stated, "Safe and affordable." Similarly, Slamet Nur Faizin affirmed, "Safe, quite safe ... appropriate," and Cahyo Sasongko concurred with, "Safe and affordable." These testimonials indicate that the infrastructure at the fitness center meets visitor expectations for safety and affordability.

The assurance provided by the fitness center aligns with the quality requirements for infrastructure. According to Suryobroto (2004) in Kristi (2013), infrastructure must be free from hazards such as sharp or slippery objects to prevent injuries during exercise. Ensuring a safe environment not only enhances visitor confidence but also contributes to overall satisfaction and loyalty.

## Empathy

Empathy in service quality encompasses the ability to establish good relationships, effective communication, personal attention, and an understanding of customer needs. The PT Ganesha Mitra Perkasa Fitness Center demonstrates empathy through its quality infrastructure and attentive service, ensuring visitors feel valued and respected.

The fitness center's policies are designed to provide comfort and maintain a respectful environment. Visitor Cahyo Sasongko highlighted this by stating, "He complied because here you can't take off your shirt, just put on a singlet." Similar sentiments were expressed by Novel Akbar, who confirmed, "Yes, I have complied," and Fitracul Awista, who stated, "He complied." These statements indicate that the regulations at the fitness center are adhered to, contributing to a comfortable and respectful atmosphere for all visitors.

Maintenance of infrastructure is another critical aspect where empathy is demonstrated. Visitors acknowledged the efforts made to ensure equipment is clean and well-maintained. Novel Akbar noted, "As for the action, it's from a personal trainer, maintenance, clean equipment so it lasts." Cahyo Sasongko added, "God willing, the questions after practice are usually cleaned and arranged neatly." Slamet Nur Faizin also remarked, "Immediately repaired." These responses illustrate that the fitness center staff prioritize the upkeep of equipment, ensuring it remains in good condition and safe for use.

This focus on maintenance aligns with the principles outlined by Suryobroto (2004) in Kristi (2013), which emphasize the importance of caring for and properly storing equipment to prevent damage. By maintaining high standards of cleanliness and functionality, the fitness center enhances the overall experience for visitors, fostering a sense of trust and satisfaction.

## CONCLUSION

The study concludes that the management of infrastructure at PT Ganesha Mitra Perkasa Fitness Center is effectively administered, ensuring that the quality of infrastructure aligns with key service dimensions such as tangibles (direct evidence), reliability, responsiveness, assurance, and empathy. The facilities and infrastructure provided generally meet visitor expectations, contributing to a positive overall experience. However, some constraints still exist that need to be addressed to further enhance service quality and visitor satisfaction.

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