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The Effect of Total Quality Management, Service Quality, and Promotion on Member Satisfaction: A Case Study at Fithub ITC Kuningan Jakarta

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ABSTRACT

This study aims to analyze the influence of Total Quality Management (TQM), service quality, and promotions on member satisfaction at FIT HUB, with a case study at the FIT HUB ITC Kuningan Jakarta branch. This research employs a quantitative method with a sample of 85 respondents who are active FIT HUB members. Data collection was conducted through questionnaires and analyzed using multiple linear regression methods. The findings indicate that Total Quality Management, service quality, and promotions significantly affect member satisfaction. Each variable contributes differently to enhancing customer satisfaction. Total Quality Management plays a crucial role in establishing optimal operational standards, service quality enhances customer experience, and promotions serve as a supporting factor in increasing member attraction and loyalty. The study concludes that improving quality management, excellent service, and effective promotional strategies can enhance FIT HUB member satisfaction. These findings are expected to serve as a reference for FIT HUB management in developing better business strategies to maintain and increase customer satisfaction.

Keywords: Total Quality Management; Service Quality; Promotion; Customer Satisfaction.

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INTRODUCTION

After the pandemic, people who were initially compelled to exercise at home gradually became more confident in engaging in physical activities together with family or friends. According to Dean Zweck, Product Development Manager at Total Fitness, it was predicted that in 2023 there would be an increase in interest toward outdoor sports and gym-based activities to meet health needs (Total Fitness, 2023). This development is further supported by government initiatives through various policies designed to encourage exercise, such as the provision of city parks equipped with running tracks, free sports facilities, and public health campaigns like the Healthy Living Community Movement (we called GERMAS).

One of the fitness centers that has gained significant recognition among Jakarta residents is FIT HUB. PT Jaya Digital Properti is a limited liability company operating in the fitness industry, headquartered at Menara Sudirman, Jalan Jenderal Sudirman Kav 60, Senayan, Kebayoran Baru, South Jakarta, Indonesia (FIT HUB, 2023b). On its official website, FIT HUB states that the public's need for health and fitness continues to grow, but many still face difficulties in accessing affordable fitness centers. To address this, FIT HUB was established as a premium yet affordable fitness facility in Indonesia, aiming to provide easy access to health and wellness for everyone not only for fitness enthusiasts.

To enhance member experience, FIT HUB offers premium facilities with modern design concepts and a wide variety of classes, including Zumba, Yoga, Pound Fit, Cycling, and weight training, all within a comfortable atmosphere. In addition, affordable Personal Trainer services are available for those requiring more tailored guidance (FIT HUB, 2023a). FIT HUB opened its first fitness center in August 2020, although its mobile application only launched in February 2021. Within a few months, FIT HUB successfully reached 10,000 members and operated 15 branches across Indonesia. This positive growth trend has continued, with FIT HUB expanding to 38 branches and serving 60,000 members by 2022. In May 2023, FIT HUB inaugurated its 50th branch, solidifying its position as the largest gym brand in Indonesia. Furthermore, FIT HUB has set a target to reach 100 branches by early 2024.

LITERATURE REVIEW

2.1. Total Quality Management

Total Quality Management (TQM) is defined as a business strategy that is oriented toward customer satisfaction by involving all members of the organization (Santosa in Tjiptono, 2003:4). According to Ishikawa in Tjiptono (2003:4), TQM is described as “the integration of all management functions, all parts of a company, and all individuals into a holistic philosophy built upon the concepts of quality, teamwork, productivity, and customer satisfaction.

2.2. Service Quality

According to Sinambela (2011), service quality is defined as everything that can fulfill customer needs or desires. Examples of services that should be provided to consumers include serving customers in a friendly, fast, and accurate manner; showing politeness and courtesy; as well as demonstrating the ability and reliability to deliver trustworthy services so that customers feel satisfied with what the company provides. High-quality service plays an essential role in shaping customer satisfaction.

2.3. Promotion

According to Tjiptono (2017), promotion is an element of the marketing mix that focuses on efforts to inform, persuade, and remind consumers about a company's brand and products. This view is closely aligned with that of Buchory and Saladin (2017), who state that promotion is one of the components of the company's marketing mix utilized to inform, persuade, and remind customers about its products.

2.4. Customer Satisfaction

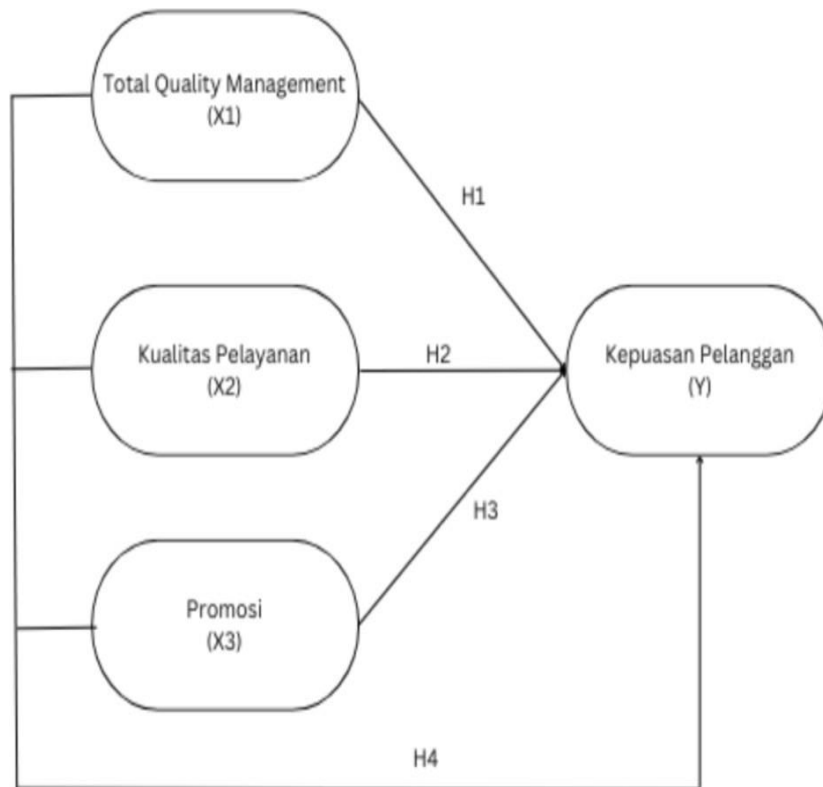
Customer satisfaction is a concept closely related to the creation of customer value. The emergence of customer satisfaction provides benefits for companies, including fostering a harmonious relationship between the company and its customers, building a strong foundation for sustainable satisfaction, and generating positive word-of-mouth recommendations that benefit the company by encouraging customers to repurchase or use its services.

Satisfaction is defined as a feeling of pleasure or disappointment that arises after comparing the perceived performance (outcome) of a product with the expected performance. If performance falls below expectations, customers will be dissatisfied. If performance meets expectations, customers will be satisfied. If performance exceeds expectations, customers will be highly satisfied or delighted (Kotler & Keller, 2018).

According to Tjiptono (2012) in Sahabuddin (2019), satisfaction is the difference between expectations and performance. Customer satisfaction is always based on efforts to minimize or eliminate the gap between expectations and actual performance. Meanwhile, Fecikova (2010) in Sahabuddin (2019) defines satisfaction as the feeling generated from evaluating what is experienced compared to expectations, which is associated with the customer's desires and needs regarding a product or service.

Hypothesis and Conceptual Framework

Based on description below, a conceptual framework is formed as follows:



Hypothesis Development

The conceptual framework presented in illustrates above, the relationship between the independent variables Total Quality Management (X1), Service Quality (X2), and Promotion (X3) and the dependent variable, namely Member Satisfaction (Y). The model suggests that each independent variable is expected to have a positive influence on member satisfaction, both partially and simultaneously.

Based on this model, the research hypotheses are formulated as follows:

H1: Total Quality Management (X1) has a positive and significant effect on Member Satisfaction (Y) at FIT HUB ITC Kuningan Jakarta.

H2: Service Quality (X2) has a positive and significant effect on Member Satisfaction (Y) at FIT HUB ITC Kuningan Jakarta.

H3: Promotion (X3) has a positive and significant effect on Member Satisfaction (Y) at FIT HUB ITC Kuningan Jakarta.

H4: Total Quality Management (X1), Service Quality (X2), and Promotion (X3) simultaneously have a positive and significant effect on Member Satisfaction (Y) at FIT HUB ITC Kuningan Jakarta

METHOD

3.1. Research Time

This research was conducted from October 2024 to May 2025 until the data and information needs were met. This research was carried out in stages using a pre-survey, starting from the introduction, submitting proposals, consulting, and making questionnaires and processing data for the thesis compiler. The author conducted research at FIT HUB, branch Kuningan, South Jakarta.

3.2. Research Design

In this research, the author employed a quantitative approach. Quantitative data refers to data obtained in the form of numerical values that can be measured from questionnaires and subsequently analyzed further in the data analysis process. Primary data is data collected directly from the company, which includes the results of questionnaire distribution regarding the influence of Total Quality Management, Service Quality, and Promotion on customer satisfaction at FIT HUB, ITC Kuningan Jakarta branch. Secondary data is data obtained from other sources. These secondary sources include written evidence (documentation), previous theses, research journals, and literature studies related to this research. The data sources in this study primarily utilize primary data, obtained directly through interviews and direct observations at the research site.

3.3. Research Population and Sample

According to Sugiyono (2018:117), population is defined as the generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn. The target population in this study is all customers of FIT HUB at the ITC Kuningan Jakarta branch. Furthermore, Sugiyono (2018:118) explains that a sample is a part of the number and characteristics possessed by the population. The sample taken for this research consists of 85 customers at the FIT HUB ITC Kuningan Jakarta branch. The selection of 85 respondents was based on methodological considerations and relevance to the research population. This study employed a non-probability sampling method with a purposive sampling technique, meaning the respondents were selected according to specific criteria. In this context, the respondents were active members of FIT HUB ITC Kuningan Jakarta who had used the club's facilities and services for at least the last three months.

3.4 Data Analysis Method

Suharsimi Sugiyono (2018:2019) states that a questionnaire is a data collection technique conducted by providing a set of written questions or statements to respondents for them to answer. This method was carried out by distributing questionnaires consisting of questions or statements to visitors of FIT HUB, Kuningan branch, Jakarta (Sugiyono in Salmaa, 2023). This study employed a construct validity test, as the instrument was based on indicators of the variables under investigation. In this research, **SPSS 16.0** was used to test both validity and reliability

RESULTS AND DISCUSSION

4.1 Results

In this study, a total of 85 respondents met the qualifications to be included in the research. The majority of respondents were male, accounting for 57 individuals (67.1%). In terms of age distribution, most respondents were between 25 and 50 years old, representing 72 individuals or 84.7%. This dominance can be attributed to the fact that members within this age range tend to be more proactive and responsive toward maintaining their future health. Regarding monthly income, the majority of respondents (69 individuals, or 81.2%) reported earnings between IDR 1,500,000 and IDR 2,500,000. Furthermore, the length of membership at FIT HUB ITC Kuningan Jakarta was largely dominated by those who had been members for 1 to 5 years, comprising 58 respondents or 68.2%.

The majority of respondents (91.8% or 78 individuals) reported no complaints of dissatisfaction, indicating that most members of FIT HUB ITC Kuningan Jakarta were satisfied with the quality provided, including facilities, Total Quality Management, service quality, and promotional activities. Only 4 respondents (4.7%) expressed dissatisfaction with Total Quality Management, while 3 respondents (3.5%) were dissatisfied with service quality. Regarding complaints, 5 respondents (5.9%) reported issues with Total Quality Management, while 80 respondents (94.1%) stated they never had such complaints. Specifically, 3 respondents (3.6%) complained about packaging cleanliness, and 1 respondent (1.2%) raised concerns about product hygiene. Nevertheless, 81 respondents (95.2%) indicated no complaints in this regard. Furthermore, 82 respondents (96.5%) reported never feeling disappointed, while only 3 respondents (3.5%) admitted experiencing dissatisfaction. Complaints about services were very minimal, with 2 respondents (2.4%) highlighting service-related issues and 1 respondent (1.2%) mentioning untimely delivery. The vast majority (82 respondents or 96.4%) indicated that they had never experienced such problems.

4.2 Discussion

A validity test is conducted to assess whether a questionnaire can serve as an accurate and legitimate measurement tool. A questionnaire is considered valid if each question can accurately reflect the concept being studied. This validity is analyzed by examining the relationship or correlation between the score of each item and the overall score. Based on the table below, it can be concluded that all questionnaire items are valid.

Table 1: Result of Validity Test

Variabel	Kode Item	rhitung	rtabel	Sig.	Kriteria
Total Quality Management (X1)	Q4	0,703	0,215	0,000	Valid
	Q5	0,638	0,215	0,000	Valid
	Q6	0,702	0,215	0,000	Valid
	Q7	0,613	0,215	0,000	Valid
	Q8	0,734	0,215	0,000	Valid
Kualitas Pelayanan (X2)	Q9	0,699	0,215	0,000	Valid
	Q10	0,738	0,215	0,000	Valid
	Q11	0,758	0,215	0,000	Valid
	Q12	0,511	0,215	0,000	Valid
	Q13	0,576	0,215	0,000	Valid
Promosi (X3)	Q14	0,796	0,215	0,000	Valid
	Q15	0,812	0,215	0,000	Valid
	Q16	0,737	0,215	0,000	Valid
Kepuasan Member (Y)	Q1	0,754	0,215	0,000	Valid
	Q2	0,738	0,215	0,000	Valid
	Q3	0,730	0,215	0,000	Valid

This study employed SPSS for Windows, using the Cronbach's Alpha (α) statistical test. A variable is considered reliable if it produces a Cronbach's Alpha value greater than 0.60 (Ghozali, 2006:42). the research instrument can be considered consistent and suitable for further analysis.

Table 2: Result of Reliability Rest

Variabel	Cronbach Alpha	Kriteria
<i>Total Quality Management (X1)</i>	0,706	Reliabel
Kualitas Pelayanan (X2)	0,675	Reliabel
Promosi (X3)	0,677	Reliabel
Kepuasan Member (Y)	0,633	Reliabel

A multicollinearity test was conducted to detect linear relationships among independent variables in the regression model. In this test, two indicators were used: the Tolerance value and the Variance Inflation Factor (VIF) (Ghozali, 2006:91). The results indicate that no multicollinearity symptoms were present among the independent variables in the regression model.

Tabel 3: Result of Tolerance and VIF

Variabel	Tolerance	VIF
<i>Total Quality Management</i>	0,819	1,222
Kualitas Pelayanan	0,991	1,009
Promosi	0,817	1,224

Decision-making with a significance level (α) = 0.05 is carried out by comparing the calculated t- value (t-count) with the critical t-value (t-table), as follows:

If the significance level < 0.05 and the t-count > t-table, then H0 is rejected and Ha is accepted.

If the significance level < 0.05 and the t-count < t-table, then H0 is accepted and Ha is rejected.

Tabel 4: Multiple Linear Regression Results (t-test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.949	1.837		1.061	.292		
TOTAL QUALITY MANAGEMENT	.185	.071		2.606	.011		
KUALITAS PELAYANAN	.213	.067	.279	3.199	.002	.819	1.222
PROMOSI	.164	.105	.311	1.563	.122	.991	1.009
			.167			.817	1.224

Based on the regression coefficient calculations using the t-test, the following results were obtained:

1. For the first variable, Total Quality Management (X1) was found to have a positive and significant effect on Member Satisfaction, indicating that this variable plays an important role in enhancing member satisfaction at FIT HUB.
2. For the second variable, Service Quality (X2) also showed a significant individual effect on Member Satisfaction at FIT HUB.
3. For the third variable, Promotion (X3) was found to have a positive effect on Member Satisfaction; however, the effect was not statistically significant on an individual basis in the context of this study.

The study tested the validity of the hypotheses using the F-test, which is principally aimed at determining whether all independent variables included in the model collectively have a significant effect (Ghozali, 2006:84).

Tabel 5: Multiple Linear Regression Estimation Results (F-test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.176	3	26.725	8.653	.000 ^a
	Residual	250.177	81	3.089		
	Total	330.353	84			

The ANOVA test results show that the calculated F-value is 8.653. The probability value is well below the significance threshold of 0.05 ($0.000 < 0.05$), and the calculated F-value is greater than the critical F-table value of 2.71. Therefore, it can be concluded that the independent variables— Total Quality Management (X1), Service Quality (X2), and Promotion (X3)—simultaneously have a significant influence on the dependent variable, Member Satisfaction (Y)

CONCLUSION

This study concludes that Total Quality Management and Service Quality are the primary factors that significantly enhance member satisfaction at FIT HUB ITC Kuningan Jakarta. While Promotion shows a positive relationship with member satisfaction, its effect is not statistically significant. Nevertheless, when considered collectively, Total Quality Management, Service Quality, and Promotion have a significant overall impact on member satisfaction. These findings highlight the importance of maintaining high-quality management practices and reliable service delivery as the key drivers of customer satisfaction in the fitness industry.

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