

## **JOB SATISFACTION AMONG SPANISH FITNESS INSTRUCTORS: A COMPARATIVE STUDY ACROSS AGE, GENDER, WORK EXPERIENCE AND HIGHER DEGREE STUDIED**

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### ABSTRACT

Fitness instructors play a key role in the fitness industry which is growing very fast. Job satisfaction is a very important factor because is basic to sustain quality and well-made fitness programmes. Therefore, the purpose of this paper was to examine the job satisfaction of the Spanish fitness instructors, and how levels of job satisfaction varied across different ages, gender, work experience and level of education. This research falls within the methodology of quantitative type with a descriptive cut, via survey. The survey was given in person while using the standardized questionnaire: "Human resources of sport and physical activity". It was completed by 631 fitness instructors from Spain. The results were that they experienced moderate to high level in terms of job satisfaction. The relationships with colleagues, the feeling that their occupation is valued by their peers and by their customers, their level of autonomy and the job itself were the most satisfactory work factors. However, they experienced dissatisfaction from the lack of promotional and training opportunities and the financial remuneration. In conclusion, promotional, financial and training opportunities should be taken into account for the development of preventive measures to increase job satisfaction in fitness.

**Key words:** job satisfaction, fitness instructor, gender, age, work experience, higher degree studied

## **SATISFACCIÓN LABORAL DE LOS MONITORES DE FITNESS ESPAÑOLES: UN ESTUDIO COMPARATIVO ENTRE EDAD, SEXO, EXPERIENCIA LABORAL Y NIVEL DE ESTUDIOS**

### RESUMEN

Los monitores de fitness desempeñan un papel clave en la industria del fitness, la cual está creciendo muy rápidamente. Igualmente, la satisfacción laboral es un factor muy importante ya que es básico para mantener la calidad de los programas de acondicionamiento físico. Por lo tanto, el propósito de este estudio es el de conocer la satisfacción laboral de los monitores de fitness españoles, y cómo los niveles de satisfacción varían según las variables edad, sexo, experiencia laboral y nivel de estudios. Esta investigación se enmarca dentro de la metodología cuantitativa de corte descriptivo. Se utilizó el cuestionario estandarizado: "Recursos humanos de la actividad física y del deporte", el cual fue completado por 631 monitores de fitness de España. Los resultados nos mostraron que los monitores de fitness experimentan un nivel de moderado a alto en términos de satisfacción laboral. Las relaciones con los compañeros, la sensación de que su ocupación es valorada por sus compañeros, su nivel de autonomía y el trabajo en sí mismo fueron los factores más satisfactorios. Sin embargo, experimentaron insatisfacción con la falta de oportunidades de promoción y formación y la remuneración económica. En conclusión, aunque la satisfacción laboral de los monitores de fitness españoles es buena, se deben consensuar medidas preventivas en cuanto a las oportunidades de promoción, las oportunidades de formación y el salario para aumentarla.

**Palabras clave:** satisfacción laboral, monitor de fitness, sexo, edad, experiencia laboral, nivel de estudios

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## INTRODUCTION

Fitness instructors play a key role in the fitness industry (Koehler, 1998) which has grown in response to a high demand for fitness and health services (National Sports Council, 2007). The continuity of fitness instructors is essential to sustain quality and well-made fitness programmes (Raedeke, Warren, & Granzyk, 2002).

Being a fitness instructor is a recognized profession of physical activity and sport (National Sports Council, 2007). Developing and conducting basic fitness and basic physical conditioning programs for groups are the functions that fitness instructors perform (Campos-Izquierdo, González-Rivera, & Taks, 2016). A fitness instructor delivers fitness instruction to individuals with the use of equipment or to a group through fitness classes. Both have the same purpose and require the same level of knowledge, skills and competences. The job purpose is to build fitness participation of new and existing members through fitness experiences that meet their needs (European health and fitness association, 2011). The occupation of fitness instructor is delimited in some regions of the Spanish law (Ley 15/2015; Ley 6/2016). This profession is different from being a personal trainer whose function is training physical activity and exercise to individuals and groups (Campos-Izquierdo, et al., 2016).

Job satisfaction was first proposed by Hoppock (1935), who defined job satisfaction as employees' physiological satisfaction with environmental circumstances. Since Hoppock developed the concept of job satisfaction, numerous studies have explored this topic and it has become an important factor (Koehler, 1998, Bernabé, Campos-Izquierdo, & González, 2016). Furthermore, job satisfaction is one of the most frequently studied work attribute in psychology (Campos-Izquierdo, et al., 2016) and it is the primary outcome variable in many work-related theories (Koustelios, Kouli, & Theodorakis, 2003). The level of job satisfaction may be determined by the comparison between job outcomes and job objectives or expectations. Job satisfaction helps fitness instructors to work in a more stable environment, and provide greater efficiency in service delivery to their clients. In brief, better job performance and service quality thus ensures the educational, social and health benefits for the society (Moodley, & Coopoo, 2006).

Job satisfaction can increase by reducing dissatisfying elements and enhancing satisfying aspects. In addition, satisfaction has an impact on commitment; the more satisfied workers are with their jobs, the higher their commitment will be (Raedeke, et al., 2002). The same study says that job satisfaction may be affected in a positive direction with an increase of salary, possibility of growth, interpersonal relations, technical supervision, company policy, working conditions, personal life, status and job security.

Research in sports mainly focuses on coaches and athletic trainers, few studies are focused on the fitness instructors (Koustelios, et al., 2003). Findings show that generally, sport and physical activity professions express moderate to high levels of satisfaction (Koehler, 1998; Campos-Izquierdo, et al., 2016). According to Koustelios, et al. (2003) fitness instructors are satisfied with their work itself, with their supervision, with working conditions and with the organisation as a whole; and they are dissatisfied with their salary and perceived a moderate level of job security.

Few previous studies have examined the relationship between job satisfaction and gender, age, work experience and training. Barrett, Gillentine, Lamberth and Daughtrey (2002) explained that gender differences do not affect job satisfaction directly. In a different way, Moodley and Coopoo (2006) investigated that male personal trainers are more satisfied with their jobs than females. Concerning to age and experience, higher levels of job satisfaction tend to be linked with advancing age and with more experience (Barrett, et al., 2002). Relating the profession of the sport and physical activity instructors, males aged 45 or older experience higher levels of job satisfaction (Campos-Izquierdo, et al., 2016). Job satisfaction does not appear to be affected by education level (Barrett, et al., 2002).

Job satisfaction has been investigated in a lot of areas (Moodley, & Coopoo, 2006; Bernabé, et al., 2016), but it has not been found many studies regarding fitness instructors. Providing a solution, the purposes of this research are to: 1) Determine the extent to which fitness instructors are satisfied with their working conditions and performance. 2) Analyze and compare their job satisfaction in terms of their gender, age, work experience and studies.

## METHOD

### *Participants*

631 fitness instructors participated in the study (Campos-Izquierdo, et al., 2016). Over those, 519 were the final sample because they were working for someone else; the 112 that we have rejected were self-employed and we cannot properly assess their job satisfaction. They were part of a larger project conducted on 2500 people who work in all functions of sport and physical activity in Spain (Campos-Izquierdo, et al., 2016). Out of the 519 fitness instructors who responded, 301 were male (58%) and 218 were female (42%). Their age ranged from 16 to 70 years ( $M = 31.6$  and  $SD = 7.366$ ); 255 from 16 to 29 years (49.1%), 238 from 30 to 44 years (45.9%), 25 from 45 to 59 years (4.8%) and 1 from 60 to 70 years (0.2%). The experience distribution of the sample included 368 fitness instructors with less than ten years of experience (70.9%) and 151 with ten years or more (29.1%). Educationally, 215 fitness instructors had a university degree (41.4%), 125 studied a vocational training

(24.1%), 165 completed secondary school (31.8%) and 14 had primary school or less (2.7%).

It was an infinite or very large population, and the study was working with a confidence interval of 95.5%, the most accepted for social sciences (Cea, 1998). And assuming the population variance in the worst case of  $p$  equal to 50%, then  $q = 50\%$ , so, the margin of error sampling allowed is +2% (Cea, 2010).

### *Measure*

To capture the necessary information for the purposes of the study, the standardized and validated questionnaire PROAFIDE: Human resources of sport and physical activity (Campos-Izquierdo, 2011) was used. It analyzed the situation and performance of the people working in functions of sport and physical activity (Campos-Izquierdo, 2011). The content validity of the PROAFIDE questionnaire was established based on input from sixteen independent experts and a discussion group of national and international experts (Campos-Izquierdo, 2011). A pilot test was also conducted in all regions of the Spanish peninsula (Campos-Izquierdo, 2011).

The final version of the PROAFIDE questionnaire consisted of 57 closed questions, divided in five sections: socio-demographic characteristics, sport and physical activity functions, professional performance in specific occupations, work characteristics, and training characteristics of these professionals (Campos-Izquierdo, 2011). To address the objectives of the present research study, one item inside the section work characteristics, related to job satisfaction, was utilized. The item has 15 sub items which scored on a 5-point Likert type scale ranging from 1- very dissatisfied- to 5- very satisfied-. For the purpose of this investigation the interaction of this item was studied in relation to closed questions that collected specific demographic, educational and labor data (i.e. gender, age, work experience and higher degree studied). The reliability index obtained through the Cronbach's alpha coefficient (0.894) shows a good internal consistency (Nunnally, 1978).

### *Procedure*

Those fitness instructors selected were working in functions of sport and physical activity in all provinces and regions of Spain (Campos-Izquierdo, et al., 2016). A probabilistic multi-stage sampling was employed to select the participants (Cea, 2010). Clusters were stratified according to: region, province, municipality, sport facility, and subject to be interviewed. Proportional stratification according geographic area allowed for a maximum of two people to be interviewed in each facility (Campos-Izquierdo, et al., 2016). When the interviewers visited the facility, they randomly invited a maximum of two

fitness instructors to participate in the study (Campos-Izquierdo, et al., 2016). All fitness instructors were interviewed in their work setting. The survey was face to face and lasted 15 minutes on average.

The control and supervision tasks were carried out at all stages of the process. All interviewers completed an interviewer training seminar which was led by the principal researcher at the Polytechnic University of Madrid.

### *Data analysis*

A univariate and bivariate descriptive analysis has been performed. Also it has been performed an inferential analysis by contingency tables including Pearson  $\chi^2$  value and significance, and the Phi correlation coefficient. It was performed after being tabulated and mechanized the computerized data, using the SPSS for WINDOWS (19.0 V).

### *Ethical clearance*

An ethical clearance was obtained from the ethical commission of the Polytechnic University of Madrid. The commission validated the objective of this project and the methodology. The Law for the Protection of Data was satisfied and fulfilled during the planning and during the project.

## RESULTS

Fitness instructors were satisfied with their jobs ( $M = 3.92$ ). As it can be seen, the factors of: relationships with colleagues, feeling that their occupation is valued by their peers, feeling that their occupation is valued by their customers; the job itself; level of autonomy; performance to be achieved; feeling that their occupation is valued by the organization and working hours, holidays and personal days reflected the highest mean scored ( $M = 4.48, 4.35, 4.34, 4.32, 4.30, 4.16, 4.02$  and  $4.00$  respectively). Perception of financial remuneration, training opportunities offered by the organisation and promotional opportunities were the factors which reflected the lowest mean scored ( $3.29, 3.23,$  and  $3.13$  respectively). In addition, they perceived a moderate level of job satisfaction with assessment and support of their superiors of work done, general environmental conditions and personal safety, job security and work organisation in your field ( $M = 3.85, 3.84, 3.80$  and  $3.69$  respectively).

TABLE 1  
*Factors of job satisfaction for fitness instructors (n= 519).*

Item	Item description	Mean	SD
1	Relationships with colleagues	4.48	0.80
2	Feeling that their occupation is valued by their peers	4.35	0.86
3	Feeling that their occupation is valued by their customers	4.34	0.79
4	The job itself	4.32	0.90
5	Level of autonomy	4.30	0.91
6	Performance to be achieved	4.16	0.89
7	Feeling that their occupation is valued by the organization	4.02	1.10
8	Working hours, holidays and personal days	4.00	1.06
9	Assessment and support of your superiors of work done	3.85	1.15
10	General environmental conditions and personal safety	3.84	1.05
11	Job security	3.80	1.13
12	Work organization in your field	3.69	1.04
13	Perception of financial remuneration	3.29	1.07
14	Training opportunities offered by the organization	3.23	1.35
15	Promotional opportunities	3.13	1.17
Total		3.92	

#### *Job satisfaction and age*

Fitness instructors from 60 to 70 years experienced higher levels of jobs satisfaction ( $M = 4.47$ ). Fitness instructors from 16 to 29 years were the second ones who experienced more job satisfaction ( $M = 4.34$ ) and those from 30 to 44 experienced the lowest levels of job satisfaction ( $M = 3.99$ ). If we analyze each age range, we can see, in contrast to other items, that there is much disparity between them. Fitness instructors aged from 16 to 29 years were most satisfied with the feeling that their occupation is valued by their peers and by their customers ( $M = 4.92$  and  $4.88$  respectively) ( $X^2 = 32,776$ ;  $p > 0.05$  and  $X^2 = 28,380$ ;  $p > 0.05$  respectively) and were least satisfied with the training opportunities offered by their organisation ( $M = 3.55$ ) ( $X^2 = 50,006$ ;  $p < 0.05$ ). The item relationships with colleagues was the one with fitness instructors between 30 and 44 years and between 45 and 59 years, experienced greater satisfaction ( $M_{30-44\text{years}} = 4.48$ ,  $M_{45-59\text{years}} = 4.56$ ) ( $X^2 = 29,358$ ;  $p > 0.05$ ). On the contrary, promotional opportunities was the item where they experienced the lowest level of job satisfaction ( $M_{30-44\text{years}} = 3.14$ ,  $M_{45-59\text{years}} = 3.12$ ) ( $X^2 = 30,123$ ;  $p > 0.05$ ). In addition, fitness instructors from 45 to 59 scored the job itself ( $M = 4.60$ ) ( $X^2 = 27,903$ ;  $p > 0.05$ ) and the relationships with colleagues ( $M = 4.60$ ) ( $X^2 = 52,628$ ;  $p < 0.05$ ) also with the highest average. Finally, those from 60 to 70 experienced high levels of job satisfaction in most items and experienced the lowest level of job satisfaction with job security ( $M = 2.00$ ) ( $X^2 = 50,853$ ;  $p < 0.05$ ). With regard to job satisfaction and age, phi varied between 0.060 and 0.353 (low and moderate level of association).

### *Job satisfaction and work experience*

Fitness instructors had almost the same job satisfaction regarding to the job experience ( $M_{<10\text{years}} = 3.91$ ,  $M_{\geq 10\text{years}} = 3.94$ ). Both groups experienced the greatest grade of job satisfaction with respect to the variable relationships with colleagues ( $M_{<10\text{years}} = 4.48$ ,  $M_{\geq 10\text{years}} = 4.48$ ) ( $X^2 = 9,574$ ;  $p < 0.01$ ) and the lowest grade of job satisfaction with respect to promotional opportunities ( $M_{<10\text{years}} = 3.13$ ,  $M_{\geq 10\text{years}} = 3.13$ ) ( $X^2 = 9,902$ ;  $p < 0.01$ ). With regard to job satisfaction and years of experience, phi varied between 0.750 and 0.850 (high level of association).

### *Job satisfaction and gender distribution*

According to the results of the study (see Table 3), men and women reported almost the same level of job satisfaction ( $M_{\text{men}} = 3.94$ ,  $M_{\text{women}} = 3.90$ ). The greatest job satisfaction that they experienced were regarding to the relationships with colleagues ( $M_{\text{men}} = 4.51$ ,  $M_{\text{women}} = 4.43$ ) ( $X^2 = 8,182$ ;  $p < 0.05$ ) and the lowest levels of job satisfaction were experienced concerning to the promotional opportunities ( $M_{\text{men}} = 3.13$ ,  $M_{\text{women}} = 3.13$ ) ( $X^2 = 8,576$ ;  $p < 0.05$ ). With regard to job satisfaction and gender, phi varied between 0.500 and 0.650 (good level of association).

### *Job satisfaction and level of education*

Respondents who had completed a bachelor's degree were the least satisfied ( $M = 3.82$ ), where respondents who studied primary school or less were the most satisfied ( $M = 4.22$ ) (see Table 3). Fitness instructors who studied a vocational training or secondary school reported an overall job satisfaction mean score of 3.97 and 3.99 respectively. The greatest job satisfaction that fitness instructors experienced were in terms of relationships with colleagues ( $M_{\text{university graduate}} = 4.44$ ,  $M_{\text{vocational training}} = 4.52$ ,  $M_{\text{secondary school}} = 4.47$ ,  $M_{\text{primary school or less}} = 4.71$ ) ( $X^2 = 21,296$ ;  $p < 0.01$ ) and the lowest levels of job satisfaction were experienced in the area of promotional opportunities ( $M_{\text{university graduate}} = 3.01$ ,  $M_{\text{vocational training}} = 3.12$ ,  $M_{\text{secondary school}} = 3.28$ ,  $M_{\text{primary school or less}} = 3.29$ ) ( $X^2 = 22,148$ ;  $p < 0.01$ ). Fitness instructors with a vocational training also experienced the greatest level of job satisfaction with the feeling that their occupation is valued by their peers ( $M = 4.50$ ) ( $X^2 = 23,008$ ;  $p < 0.01$ ) and those with secondary school also experienced the lowest levels of job satisfaction with training opportunities offered by the organisation ( $M = 3.25$ ) ( $X^2 = 20,997$ ;  $p < 0.01$ ). With regard to job satisfaction and level of education, phi varied between 0.750 and 0.850 (high level of association).

TABLE 2  
 Item descriptions and means with regard to the job satisfaction,  
 age and work experience (n= 519).

Item	Item description	Age <sup>¶¶</sup>				Work experience <sup>¶*</sup>	
		16-29	30-44	45 - 59	60-70	<10 years	≥10 years
1	Relationships with colleagues	4.50**	4.48**	4.56**	5*	4.48	4.48
2	Feeling that their occupation is valued by their peers	4.92**	4.35**	4.40**	5**	4.35	4.33
3	Feeling that their occupation is valued by their customers	4.88**	4.40**	4.36**	5**	4.32	4.40
4	The job itself	4.76**	4.37**	4.60**	5**	4.29	4.39
5	Level of autonomy	4.84**	4.32**	4.52**	5**	4.30	4.30
6	Performance to be achieved	4.65**	4.19**	4.48**	5**	4.14	4.23
7	Feeling that their occupation is valued by the organisation	4.46**	4.08**	4.16**	5**	4.01	4.02
8	Working hours, holidays and personal days	4.37**	4.13**	4.16**	4**	3.94	4.15
9	Assessment and support of your superiors of work done	4.28**	3.89**	4.00**	5**	3.89	3.75
10	General environmental conditions and personal safety	4.32**	3.87**	3.84**	4**	3.88	3.75
11	Job security	4.10**	3.98**	4.04**	2**	3.76	3.90
12	Work organisation in your field	4.05**	3.76**	4.20**	5**	3.68	3.72
13	Perception of financial remuneration	3.69**	3.59**	3.20**	5**	3.30	3.25
14	Training opportunities offered by the organisation	3.55**	3.29**	3.60**	3**	3.23	3.23
15	Promotional opportunities	3.76**	3.14**	3.12**	4**	3.13	3.13
Total		4.34**	3.99**	4.08**	4.47*	3.91	3.94

Note. The numbers refer to the mean using a 5-point Likert scale ranging from 1 to 5.

\* $p < 0.01$ ; \*\* $p < 0.05$

¶  $\Phi > 0.750$ ; ¶¶  $\Phi =$  between 0.060 and 0.353

TABLE 3  
 Item descriptions and means with regard to the job satisfaction, gender and higher degree studied (n= 519).

Item	Item description	Gender**††		Higher degree studied*†			
		Male	Female	University graduate	Vocacional program	Secondary school	Primary school and less
1	Relationships with colleagues	4.51	4.43	4.44	4.52	4.47	4.71
2	Feeling that their occupation is valued by their peers	4.37	4.32	4.23	4.50	4.36	4.57
3	Feeling that their occupation is valued by their customers	4.37	4.31	4.30	4.38	4.37	4.50
4	The job itself	4.33	4.29	4.16	4.42	4.42	4.57
5	Level of autonomy	4.32	4.39	4.24	4.36	4.32	4.57
6	Performance to be achieved	4.17	4.15	4.11	4.22	4.19	4.07
7	Feeling that their occupation is valued by the organisation	3.98	4.06	3.89	3.98	4.18	4.43
8	Working hours, holidays and personal days	4.05	3.94	3.88	4.03	4.10	4.36
9	Assessment and support of your superiors of work done	3.83	3.87	3.71	3.86	3.99	4.29
10	General environmental conditions and personal safety	3.83	3.86	3.74	3.94	3.87	4.14
11	Job security	3.91	3.66	3.72	3.90	3.80	4.29
12	Work organisation in your field	3.68	3.71	3.56	3.66	3.86	4.00
13	Perception of financial remuneration	3.31	3.26	3.20	3.34	3.32	3.79
14	Training opportunities offered by the organisation	3.26	3.18	3.14	3.28	3.25	3.79
15	Promotional opportunities	3.13	3.13	3.01	3.12	3.28	3.29
Total		3.94	3.90	3.82	3.97	3.99	4.22

Note. The numbers refer to the mean using a 5-point Likert scale ranging from 1 to 5.

\* $p < 0.01$ ; \*\* $p < 0.05$

†  $\Phi > 0.750$ ; ††  $\Phi =$  between 0.060 and 0.353

## DISCUSSION

First, supporting the previous research that have questioned job satisfaction in the field of sport (Koehler, 1998) results indicate that Spanish fitness instructors expressed moderate to high levels of job satisfaction on every item. The general mean amounted to 3.9, being a high value; however, certain aspects of the job seemed more pronounced than others. Overall, the relationships with colleagues and the feeling that their occupation is valued by their peers seemed to be the most satisfactory work factors. Friendship and good social relations are a key point when it comes to having a good job satisfaction and it is a factor to distinguish a great job (Singh, & Surujlal, 2006; Bernabé, et al., 2016). Also, Oshagbemi (1997) investigated along this line with respect to educators and he showed that their friendship and collaboration with colleagues play an important role in their job satisfaction.

Returning to the research at hand, the feeling that their occupation is valued by their customers, their level of autonomy and the job itself are also items that generate themselves a great satisfaction. These results seem clear, when you do a job that you like and also you are recognized by your customers you feel fulfilled. In addition, having autonomy means that your bosses trust you. The work itself is a factor that provides job satisfaction to the Greek fitness instructors as well (Koustelios, et al., 2003).

When examining job dissatisfaction in Spanish fitness instructors, the lowest levels of job satisfaction were experienced with regard to promotional opportunities. This result was supported by Bernabé, et al. (2016). Negative feelings appear when employees are not promoted when they consider themselves worthy for a promotion. Other two items that generated low levels of job satisfaction were the training opportunities offered by the organisation and the perception of financial remuneration. Salary is a determinant key of job satisfaction and both are related (Barrett, et al., 2002). Many studies found it to be a factor that decreases employees' job satisfaction (Koustelios, et al., 2003; Moodley, & Coopoo, 2006). In respect of the training opportunities, sport workers are interested in this type of education but their sport organisations do not encouraged them (Misener, & Danylchuk, 2009). This was also a factor of concern in the research conducted by Moodley and Coopoo (2006), in which the personal and self-employed trainers expressed the reality that they did not have the opportunity to enhance their existing skills. Efforts should continue to develop relevant and useful learning situations for fitness instructors and also to extend their knowledge into new areas less known so far. One way of continuing education is discussion groups, to which could be given more importance. These results suggest that the content of the job is more important than salary and other organisationally mediated variables (Chelladurai, &

Ogasawara, 2003) and fitness instructors derived most satisfaction when they control more the situation (Singh, & Surujlal, 2006).

Secondly, the data collection also agrees with the research of Barrett, et al. (2002) which indicated that gender differences do not impact on the overall job satisfaction. The relationship with their colleagues was the item in which they were most satisfied and the promotional opportunities the one where they were less satisfied. The overall job satisfaction mean scored between male and female respondents represented around a 0.10 points difference, except from job security which represented a 0.25 points difference. This suggests that female fitness instructors feel more insecure about their jobs than males'.

Thirdly, the overall job satisfaction of Spanish fitness instructors is not affected by years of experience. This is supported by Barret, et al. (2002). In addition, the items that gave to them more and less satisfaction were the same as the ones regarding the gender. Taking into account the experience, the overall job satisfaction mean scored between the two variables represented around a 0.1 or 0 points difference, except from the assessment and support of your superiors about your work done which represented a 0.14 points difference in favor of the least experienced and working hours, holidays and personal days which represented a 0.21 points difference in favor of the most experienced. The first exception could be because their superiors need to support inexperienced employees in order to teach them the entity, philosophy and way of working and spend less time in assessing or supporting employees who are accustomed to working in the same organisation. And the second exception can be contributed to the fact that as one ages in the same company, they are entitled to have more vacation days and to choose the time table.

Regarding to job satisfaction and age, fitness instructors most satisfied with their jobs were the ones who were from 60 to 70 years. In this line, Barrett, et al. (2002) said that as age increase so does job satisfaction, being the older workers the most satisfied. At one age, the daily tasks of the job become more familiar, making the job easier and creating a better sense of job satisfaction (Bernabé, et al., 2016). But surprisingly, fitness instructors from 16 to 29 were more satisfied than those from 30 to 59. This is a novel result which may be because they begin work more enthusiastically. Another finding of this study relates to age, fitness instructors aged 45 to 59 were the most dissatisfied with their salary; but they are probably not the lowest paid. The mean of that item scored between fitness instructors from 45 to 59 years and from 60 to 70 years represented a 1.8 points difference in favor of the second ones. A possible reason is the lack of pay raises due to the financial crisis experienced in the country. Moreover, those aged from 60 to 70 were the most dissatisfied with the job security. Also, the mean of the item job security scored between fitness instructors from 16 to 29 years and fitness instructors from 60 to 70 years

respondents represented a 2.1 points difference in favor of the first ones. This may be because old people are thinking about retirement or because they would like a quieter work adapted to their age.

Finally, contrary to previous studies (Barrett, et al., 2002), the university graduates experienced the lowest level of job satisfaction and those who have studied primary school or less experienced the highest level of job satisfaction. We can infer that fitness instructors with a bachelor degree are less satisfied with their work because they expect a position of greater responsibility. Continuing with the higher degree studied, research indicated that the relationship with their colleagues was the item with which they were most satisfied and the promotional opportunities with which they were less satisfied. Fitness instructors with a vocational training also experienced the greatest level of job satisfaction with feeling that their occupation is valued by their peers and those with secondary school also experienced the lowest levels of job satisfaction with training opportunities offered by the organisation and with perception of financial remuneration. Further research need to be done in order to explain the relation between job satisfaction and level of education.

#### CONCLUSIONS

In summary, we found that fitness instructors perceived moderate to high level of job satisfaction. The relationships with colleagues, the feeling that their occupation is valued by their peers, the feeling that their occupation is valued by their customers, their level of autonomy and the job itself seemed to be the most satisfactory work factors. The lowest levels of job satisfaction were experienced with regard to promotional opportunities, the training opportunities offered by the organisation and the perception of financial remuneration. Gender and work experience differences did not impact overall job satisfaction. Fitness instructors from 60 to 70 and those who have studied primary school or less experienced the highest level of job satisfaction.

Therefore, this research should be taken into account when improving the working situation of fitness instructors. Increased job satisfaction will result in increased productivity and hence profitability of health clubs. Promotional, financial and training opportunities should be taken into account for the development of preventive measures to increase job satisfaction in fitness.

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