An Approach to Make a Guideline to Support for Enhancing Resilience in Japanese Fitness Club

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1. Introduction

Recently, fitness clubs has been required to respond the diversifying and advancing needs of clients. Additionally, employees were required to provide a high quality service from both the client and the organization they belonging. It is predicted that employees were exposed much occupational stress. Resilience is focused as a capital to keep on career development or design in the face of adversities. Workplace improvement is focused as an effective effort in order to decrease occupational stress (Kogi, 2006). It is very important to decrease a risk of occupational stress. However, it is never that stress disappear completely in your work career. Hence, it is necessary that you enhance resilience, it is help you to progress in adversities. Shoji (2014) showed follows as point of view for enhancing resilience through daily operations. 1) Encouraging to challenge, 2) constructing a relatedness to receive supports in workplace, 3) using feedbacks from clients. It is shown that resilience is enhanced by experiences. We should use an experience to enhance resilience. However, it is not shown that how to design the experience enhancing resilience. Therefore, we started on developing a guideline to support for designing experiences enhancing resilience.

2. Methods

Interview survey was carried out targeting 28 employees who belong to four major fitness clubs. Literature review was carried out to collect good practices. Good practices promoting to enhance resilience were select, those were integrated qualitative using KJ-method analysis. Participants of interview were 28 (15male, 13female) belonging to four major fitness clubs in Japan. The average age of the participants was 27.68 years old (SD=±4.96, Range=19-40). Their average years of continuous employment was 4.96 years (SD=±2.96, Range=1-12). They were 16 full-time, 1 contract employee, 11 part-time employees. Thus, participants of discussions were two mid-career employees (male 1, female 1) and one veteran (female). Additionally, we conducted discussions to consider and adjust items and phrases of guideline with professionals of fitness industry. The discussion was reiterated to enable a guideline to use easily at workplace.

3. Result

As the result, a guideline including 3 improving areas and 21 items fitness clubs efforts to enhance resilience was created. Each improving areas included 7 items. Moreover, we led the content of the guideline that based on good practices in fitness clubs. Especially, it was put emphasis on followings. 1) Showing the way of evaluating to mistake and failure, 2) making the mood for receiving necessary supports without depending on how the inter personal relationship, personality and personal skills to receive various supports, 3) making the best use of feedbacks from clients as important resource of organization.

4. Discussion

The guideline was developed in this study. It based on good practice about daily operation at fitness clubs. Thus, it was inferred that job characteristics of fitness industry influence the guideline. One of the job characteristic of fitness industry was to provide human service constantly. Moreover, the guideline was based on basic theory of industrial psychology that was applicable for other industries. The guideline was created considering following three points. 1) Gaining and improving personal abilities and skills, 2) structuring relationship for receiving support, 3) creating supportive climate. The guideline including approaches to individual and organization was formed as list of practical efforts. It is important to approach
toward both individual and environment of workplace for improving ability to cope with occupational stress (Tetrick, 2003). Additionally, It was shown that resilience include internal factors and environmental factors (Hauser, 2006). It was expected that the guideline influence to both of them. It was considered that suggested items and phrases for improvement was very simple and low cost. Those efforts were practicable by managers and workers themselves. That was common concept with ergonomic checkpoints (ILO & IEA, 1996).

5. Conclusion
The guideline was developed as a tool for supporting an effort which managers and workers enhancing resilience for themselves at branch of fitness club. Features as follows: 1) the guideline including intervention to personal abilities, skills, and the organization, 2) the guideline was suggested as the tool that it supports practicable, simple, low cost efforts, 3) the guideline was positioned as a tool using for self-reliance in work place.

6. Limitation
In the future, effectiveness of the guideline have not confirmed yet. Hence, it is necessary to verify quantitatively effectiveness of the guideline. Additionally, it was required to make a manual to promote self-reliance for enhancing resilience at work place.

Acknowledgements
This research was partially supported by collaborative research of the department of health and sports science of Juntendo university.

References