

Fitness24Seven

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How can one, with a behavioural scientific education, help Fitness24Seven limit their turnover regarding employees with good competence? The project addresses how the company can acquire and retain knowledgeable, capable employees and thereby limit employee turnovers. This will be done through various departments. After getting a wider understanding of the company, more focus will be put on specific processes.

A project regarding limitation of employee turnover at Fitness24Seven

Summary

This internship took place at Fitness24Seven in the period of week 37 to 51. The project in focus addressed how the company could acquire and retain knowledgeable and capable employees and thereby limit employee turnovers. This was done through various segments in the areas of HR, marketing, social media and customer service. After getting a wider understanding through tasks within these areas, more focus was put on the onboarding process as well as the education and development of employees. In these segments of the project in focus, behavioural scientific theories and studies regarding recruitment and organizational pedagogy and psychology, was implemented.

Business

The business in focus is Fitness24Seven AS. They work in the global industry of health, wellness and fitness in Sweden, Finland, Norway, Thailand and Colombia. Fitness24seven was founded in 2002 by Christian Ask and their headquarters is now in Lund, Skåne.

Target group

Fitness24Seven has around 1500 employees in about 80 cities. And they are the target group of the ongoing project of the internship, but the main target of the project is the employees of Sweden and Norway.

Project idea

The idea of the project was to implement several segments regarding HR, marketing, social media and customer service which together could help Fitness24Seven to keep competent employees at the company, limit the turnover and thereby make the recruitment a sustainable process. The implementations will mostly include the

onboarding process, motivation and education. A part of the internship included the process of building an understanding of Fitness24Seven as a company and its many departments. Then, based on this understanding, I implemented the segments my colleagues and I consider necessary. By working within various departments and studying them, simultaneously as I implemented my project segments, I hoped to get an indicator of whether my actions at Fitness24Seven made a difference at the company or not. The reason for my inclusion in several departments was partly to get a wider understanding of the company and the company culture, but also to tackle Recruit and Retain in different ways. After the first meetings regarding recruitment I learned that the process is connected to several processes. Some of them are customer satisfaction, the public picture of the company, the recruitment of employees, the onboarding process, the education and training of employees and the development of employees.

Purpose

The purpose of the project segments regarding the different departments at Fitness24Seven was therefore implemented to improve the recruitment process from several perspectives.

My purpose and goal of said project was that by implementing several project segments with behavioural scientific grounding should influence the development of the company culture. Employees at Fitness24Seven should set goals, grow personally, develop professionally and build a career at the company as well as making the recruitment at Fitness24Seven a sustainable process.

Time

The planned time period of the project was divided into several smaller segments, each with its own time plan and deadlines. By dividing the time into smaller segments, it was easier to adjust the project plan if necessary. This sort of agile planning gave me a clear goal and the flexibility to change it when the sake of the project as well as COVID-19 required me to do so.

Relevance

This was a relevant project, not only because the recruitment process is costly in terms of money, time and resources, but the project was also strongly linked to some of Fitness24Seven's values, a learning organization and long term thinking, and the project was therefore connected to the company culture. The HR-team at Fitness24Seven has organized the various aspects of a non-sustainable recruitment process and how it burdens a company:

1. Recruitment is a financial cost for companies. This includes salaries for recruiters or recruitment companies, as well as the onboarding where two paid employees work less effectively during the training period.
2. A company loses opportunities when many employees are replaced. The reason for this is that the company's processes, development and projects must be paused or interrupted when the employees involved in the project leave the company.
3. Large turnovers damages the team and group structure in the company. When many employees are replaced, it becomes difficult to create a solid and sustainable social dynamic among the employees, and this damages the culture of the company.
4. The performance will be inferior if the turnover of employees becomes too rapid. Many turnovers over a short period of time will make the team less efficient when they train new employees, adapt to new routines or working methods.
5. Loss of competent employees at the company is a result of the consequences listed above. And this itself will negatively affect competence, opportunities, the company culture and performances.

Through successfully implementing project segments regarding fewer employee turnovers at Fitness24Seven, all above can be limited or terminated over time. I supported the company with the implementation of trainer programs, education programs, psychological mindset (more information regarding this can be found under *Theoretical grounding*) and a development plan to ensure that these measures will last in the company.

Implementation

The project implementation was executed through several platforms and departments of the company. These included social media, advertisement, online courses, training programs, questionnaires and interviews. It should be noted that the project was flexible enough to work on several departments if needed. Small differences in the company structure are easier to implement in everyday work life than big, demanding and costly adjustments. The segments of the project also targeted the problem of a high turnover rate in several aspects. People are different and leave or stay for different reasons. (Flowers & Hughes, 1973). I therefore believe the problem should be tackled like several small problems or areas with potential of improvement, that all lead to the same result - a sustainable recruitment process.

All the implementations and several parallel segment deadlines, as well as the fact that the final effect of the project was difficult to test in such a short period of time, was a challenge. The result of the project can be tested 6, or more, months from now. I did however study the satisfaction of my **colleagues** connected to some of the smaller implemented segments of the project. This was done through open and regular communication. By studying the monthly questionnaires Fitness24Seven sends out to

their employees (regarding satisfaction and well-being), offboarding conversations, or participants at education courses and trainer programs, one could see some effect of the project. One could also observe the competence of new employees after taking the online courses through the satisfaction among the gym members.

The projects

To work effectively and have a functional project I needed an understanding of the company. I got this through Customer Service Norway and Social Media Norway, as well as studying different results of several employee surveys at Fitness24Seven.

Studies and analytic work was connected to the understanding of the company as well as getting a clear picture of where I could support Fitness24Seven in my internship. I studied the result of Site Responsible Support analysis, made a Customer Service Norway analysis and prepared two recruitment questionnaires for the recruiters to use later on to get information regarding the quality of the recruitment process.

After participating in meetings regarding retaining competent employees, information and training were discussed. I therefore worked on different platforms to give this information to the employees at Fitness24Seven. I built a Development Plan for three of the most common roles at the company (group trainer instructor, personal trainer and site responsible) and created five online courses at Articulate for Fitness Online Academy. It should be noted that I got support from several colleagues to carry out the projects.

In addition, I supported the recruitment process at the company by holding recruitment interviews and making example cases for the recruitment of leaders. Cases that will be used to get a clearer picture of the competence of the candidates. I learned a lot when participating in the recruitment process through giving and receiving feedback after interviews.

Implementation of several project segments with behavioural scientific grounding might influence the development of the company culture, encourage employees to set goals, grow personally, develop professionally and build a career at the company as well as making the recruitment at Fitness24seven a sustainable process.

Through understanding and analysis I got a wider picture of the departments of the company that can be developed. I mostly focused on the public picture of Fitness24Seven and the competence of the employees.

The internship at Fitness24Seven also gave me the opportunity to cooperate with a lot of experienced and knowledgeable people. Hospitality Trainer Introduction and requirement, Culture strengthening implementations, Sustainability Report, Personnel

Handbook, and the Recruit and Retain conference were some of the projects I took a smaller part in to learn more about the cooperating culture at Fitness24Seven.

Theoretical grounding

The theoretical grounding of this project includes some main theories I used actively through the project at Fitness24Seven, but I will also argue why I chose these specific theories. To explain this I use other theories from the same books as well as articles to support my choice of theories in the project.

Background research. After several meetings regarding sustainable recruitment, and talents and management reviews at Fitness24seven, a personal interest in sustainable recruitment processes started the project idea. These meetings, in the beginning of my internship, were the reason for later research studying regarding this matter. As I looked for information and research regarding sustainable recruitment I found a Harvard Business Review titled *Why Employees Stay* (Flowers & Hughes, 1973) and an article *Top 10 Reasons Why Great Employees Stay?* (Ducoff, 2017). Then I read an unpublished research done by interns at Fitness24Seven, regarding the same matter. These articles were very comprehensive. To make a difference regarding employee turnover at Fitness24Seven I figured I should break the articles down to something I could grasp. Some of the reasons why employees stay could be explained by theories from social psychology and behavioural science. I found theories that could explain how one could influence the company culture, the feeling of recognition and respect, and how to encourage employees to achieve full potential to develop a company culture of gifted and talented employees. (Ducoff, 2017). The theories I chose to focus on are easy to implement at the company but have a great impact on each employee.

Model regarding organizational learning. I found several theories in the book HRD by Bo Davidson and others. The book addressed the stages of employment; in-at-out. Where the “at” focuses on the employees already working at the company. So the onboarding and the time of employment for each employee caught my attention and became my focus in this project. Why I am not focusing on the employees leaving the company is because earlier interns at Fitness24Seven have already researched this part of the employment. The model of Crossan, Lane and White (1999) regarding organizational learning in the book HRD, will be the main theory I use regarding the development of the education and learning at Fitness24Seven. (Davidson, Nilsson, Rönqvist, & Wallo, 2011).

The model presents a more developed picture of how individual, as well as collective learning, can be conveyed and institutionalized in organizations, in other words how

organizational learning occurs. The model is based on the idea that individual, collective and organizational learning are linked together with the help of four sub-processes - insight, interpretation, integration and institutionalization. These 4I processes are the glue that holds the structure of the organization together and enables organizational learning. The institutionalization aims to ensure that the organization has certain routines and patterns of action. In this process tasks are defined, the desired working methods are described, and organizational systems are clarified to ensure that uniformity is built up. (Davidson, Nilsson, Rönnqvist, & Wallo, 2011). This will be implemented in the Personnel handbook and e-learning courses I am working on at Fitness24seven. During the institutionalization process, the results of the individual and collective learning are embedded into the organization. Keywords that summarize this sub-process are routines, diagnostic systems, rules, and procedures. (Davidson, Nilsson, Rönnqvist, & Wallo, 2011). I will use these keywords when I develop plans, instructions and educations at Fitness24Seven.

Institutionalization is thus a form of formalization and legitimization of what has spread from previous levels and processes. This can also be seen as the knowledge in the company being materialized and stored in the organization's management principles, strategies, policy documents, regulations, routines, working methods, and information systems so that its availability to the organization does not depend on individuals. The knowledge remains regardless of who leaves the organization. (Davidson, Nilsson, Rönnqvist, & Wallo, 2011). By implementing structure in the education system, the dependence of individuals in the company will decrease. These institutionalized experiences - the organization's collective memory - are then fed back to individuals and groups in the organization and affect their mindset and actions regarding Fitness24Seven.

Self-discrepancy theory - Promotion focused motivation. To execute the project and implement the segments in the best possible way, I focus on heightening the motivation of the participants of the courses I helped develop, mostly through promotion focus. Promotion focused motivation is a self-regulation of behaviour with respect to deal self standards; a focus on attaining positive outcomes through approach-related behaviours. (Gilovich, Keltner, Chen & Nisbett, 2019). The culture at Fitness24Seven is already very tolerant of employees making mistakes if it means trying their best. I therefore wanted to focus on continuing to build a promotion focused culture through the segments of the project.

The development of the promotion focused motivation in the culture of the company will include several social psychological theories. The Sociometer hypothesis by Mark Leary states that people's self-esteem is an internal, subjective index or marker of the extent to which a person is included or looked on favorably by others. This hints how likely someone is to be included or excluded by others. Leary states that those things that make us feel good about ourselves - feeling likable, competent, physically attractive, and

morally upright - are precisely those things that make others accept us, or reject us if we fall short. (Gilovich, Keltner, Chen & Nisbett, 2019). By promoting and welcoming good behaviour at Fitness24seven employees will strive to earn these promotions to enhance their self-esteem and social affiliation at the company.

When people feel good at something they keep doing this particular thing. This sort of behaviour is connected to self-regulation. Self-regulation is processes by which people initiate, alter and control behaviour in the pursuit of goals, including the ability to resist short term rewards that thwart the attainment of long-term goals. (Gilovich, Keltner, Chen & Nisbett, 2019). By informing employees at Fitness24Seven of aspects in the company as well as introducing a development plan employees will hopefully set goals within the company. According to self-regulation theory, employees will then regulate their behaviour to reach a set goal. Reaching, as well as working towards a goal, an ideal self, will generally exhibit elevated cheerful emotions. (Gilovich, Keltner, Chen & Nisbett, 2019).

Results

There were some great results after my internship and involvement in projects at Fitness24Seven. In the beginning of the internship I did not expect these results, but I am happy to present them after being part of the company for almost 4 months.

My implementations led to cost savings. This was mainly done through the development of online training for employees. Instead of booking conference rooms, hiring people to hold lectures and so on, employees can log in and do online courses that will be available at all times. Some cost savings were done by supporting the recruiters at Fitness24Seven. Hopefully my project had an impact on employee turnovers and thereby saved some financial costs regarding that matter.

By creating a development plan and online education modules I have supported the work at Fitness24Seven regarding competence development. By supporting the best candidates through a development plan, Webinars and e-learning, they hopefully stay longer and develop personally and professionally at the company.

Due to my Swedish and Norwegian background I supported the branches in both countries through easy and clear communication. This resulted in development of communication through several languages, new perspectives and cooperation over borders. While sitting at the head office at Fitness24Seven it was a great experience supporting the communication and strengthening culture from Lund to Oslo.

I have also offered the company theoretical grounding through critical thinking, theories and communication from behavioural science. I have confirmed and shared theories with theoretical grounding at brainstormings and other meetings. By doing so I have given new perspectives to discussions and projects.

References

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