DETERMINATION OF THE SERVICE QUALITY
AMONG SPORT AND FITNESS CENTERS OF THE SELECTED
UNIVERSITIES

A THESIS SUBMITTED TO
THE GRADUATE SCHOOL OF SOCIAL SCIENCES
OF
MIDDLE EAST TECHNICAL UNIVERSITY

BY

MURAT ASLAN

IN PARTIAL FULLFILMENT OF THE REQUIREMENTS
FOR
THE DEGREE OF MASTER OF SCIENCE
IN
THE DEPARTMENT OF PHYSICAL EDUCATION AND SPORTS

APRIL 2006

Approval of Graduate School of Social Sciences

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ABSTRACT

DETERMINATION OF THE SERVICE QUALITY
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April 2006, 95 pages

Purpose of this study was to determine the service quality among sport and fitness centers of universities. Participants of the study constituted of 484 (194 female, and 290 male) person who are student, academic and administrative staff attending to sport and fitness centers of seven universities in Ankara. The mean age of the participants was 22.45 ± 5.14. The SQAS-T (The Turkish Version of the Service Quality Assessment Scale) was used as instrument. In the statistical analysis, descriptive statistics was used to identify participants' demographic profiles and to investigate distribution of mean of the participants' difference scores (service quality satisfaction scores). Inferential Statistics (MANOVA: Multivariate Analysis of Variance test) was used to investigate if there was any significant difference in the service quality satisfaction scores of the participants according to their demographic profiles. Finally, the Pearson Product-Moment Correlation Coefficient test was used to investigate if any relationship existed between the age and service quality satisfaction scores of the participants. Results indicated that service

quality among the sport and fitness centers of the universities did not fulfill their users' expectations. However, according to mean of total difference scores it was seen this dissatisfaction level was not so huge. Results also indicated that participants' demographic profiles did not show any significance difference in the service quality satisfaction scores. In addition, there was no strong relationship observed between the age and service quality satisfaction scores of the participants.

Keywords: Sport, sport and fitness, service quality, university.

ÖZ

SEÇİLMİŞ ÜNİVERSİTELERİN SPOR VE FITNESS MERKEZLERİNDEKİ HİZMET KALİTESİNİN BELİRLENMESİ

Aslan, Murat

Yüksek Lisans, Beden Eğitimi ve Spor Bölümü

Tez Yöneticisi: Doç. Dr. M. Settar KOÇAK

Nisan 2006, 95 sayfa

Bu çalışmanın amacı üniversitelerin spor ve fitness merkezlerindeki hizmet kalitesinin belirlenmesidir. Çalışmanın katılımcıları Ankara'daki yedi üniversitenin spor ve fitness merkezlerine devam eden öğrenci, akademik ve idari personelden oluşan toplam 484 (194 bayan ve 290 erkek) kişidir. Katılımcıların yaş ortalaması 22.45 ± 5.14'dür. Ölçüm aracı olarak Hizmet Kalitesi Değerlendirme Ölçeğinin Türkçe Versiyonu (SQAS-T) kullanılmıştır. Çalışmanın istatistik analizinde; katılımcıların demografik verileri ile ortalama fark değerlerinın (hizmet kalitesi memnuniyet değerleri) dağılımının incelenmesinde tanımlayıcı istatistik, katılımcıların demografik profillerinin hizmet kalitesi memnuniyet değerlerinde anlamlı bir farklılığa yol açıp açmadığının incelenmesi için Çok Yönlü Varyans Analizi (MANOVA Testi), katılımcıların yaşları ile hizmet kalitesi memnuniyet değerleri arasındaki ilişkinin incelenmesi amacıyla da Pearson Korelasyon Testi kullanılmıştır. Çalışmadan elde edilen sonuçlar, üniversitelerin spor ve fitness merkezlerinde sunulan hizmet kalitesinin kullanıcıların beklentilerini tam olarak karşılamadığını ortaya koymaktadır. Fakat, toplam fark değerlerinin

ortalamasına bakıldığında memnuniyetsizlik seviyesinin çok fazla olmadığı da görülmektedir. Diğer bir sonuç olarak, katılımcıların cinsiyet, kullanım türü ve ünivesite türlerindeki değişiklikler toplamda ve dört alt boyuttaki hizmet kalitesi memnuniyet değerlerinde anlamlı bir farklılığa yol açmamıştır. Buna ek olarak katılımcıların yaşları ile hizmet kalitesi memnuniyet değerleri arasında kuvvetli bir ilişki gözlemlenmemiştir.

Anahtar Kelimeler: Spor, spor ve fitness, hizmet kalitesi, üniversite.

To my family

ACKNOWLEDGEMENTS

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SQAS   Service Quality Assessment Scale

SQAS-T   The Turkish Version of the Service Quality
Assessment Scale

QUESC   Quality Excellence of Sports Centers

CERM-CSQ   Center for Environmental and Recreation
Management-Customer Service Quality

SERVQUAL   Service Quality

TEAMQUAL   Team Quality

CHAPTER I

INTRODUCTION

In today's competitive business and marketing world, producing and delivering quality of good or service to customer became a big necessity and primary reason for survival for any organization (Drew, Kirk, and Lisa, 2003). As a result of globalization and competition which are the clearest characteristic of second half of the twenty first century industries had to increase variety and quality of service to meet their customers' needs and expectations (Canbolat, 2002). In addition, as result of changes in the social life, customers' conscious about consumption, technological developments, and increasing in the prosperity level of people also increased the importance of service sector day by day (Yetiş, 2001).

Organizations started to investigate the ways of presenting high quality of service not only in product or manufacturing sector but also in service sector. According to researches determining the factors that affect the service quality and researches working on improvement in service quality will decrease the service cost. For that reason to reduce their production expenses organizations started to give importance to identify the needs and expectations of their customers. In this process the most important thing is to analyze present service quality provided by that organization and the level of customer satisfaction (Gürbüz, 2003; Yetiş, 2001). Also in the business world, marketing has transferred its focus from

internal performance such as production to external interests such as satisfaction and consumer's perception of service quality (Grönroos, 1992). Excellent customer satisfaction service and high customer satisfaction became major concerns for operation management service industries (Hung, Huang, and Chen, 2003). The "take it or leave it" attitude of service providers has been replaced by a need first to determine and second to meet the expectations of the customers who have increasingly been given more choice in an increasingly competitive and over-supplied market (Disney, 1999).

Due to its more competitive nature quality of service has been studied in the area of business management for years, within the sport industry, however service quality was not recognized as a major research area until late 1980s (Crompton & Mackay, 1988). Even though many aspects of sport related researches including psychology, sociology, and philosophy were studied; few studies about sport service quality as a subtopic of marketing have been conducted so far (Lee, Ryder, and Shin, 2003).

It can be seen from the related literature that service quality and its related components which are service, quality, service quality, customer requirements, and customer satisfaction were examined separately from each other. The following part is related with some definitions, explanations and different point of views of the researchers regarding with these concepts. Detailed and more extensive information were presented in the chapter of Literature Review.

Service:

For any good or service organization the first important step is determining customers' requirements. According to Greenwood & Gaunt (1994) these requirements can be gathered in five topics: availability, delivery, reliability, cost effectiveness, and finally, performance. Above all else, it must do what the customer wants it to do. If an organization has knowledge about its customers' requirements, needs and wants, then it can determine and design its own organizational service strategy and can execute its activity. Service is the main element for any institution and it was explained by many researchers from different perspectives. Lakhe & Mohanty (1995) expressed that service is a production system where various inputs are processed, transformed and added to produce some outputs which have utility to the service seekers, not merely in an economic sense but from supporting life of the human system in general may be for the sake of pleasure. In the other study, it is defined as an instrumental activity performed for a consumer or a consummatory activity involving consumer participation in but not ownership of an organization's product or facilities (Zikmund, W. G., & D'amico, M., 1996). Another characteristic of the service is that employees and customers have also important role on the service process because of continuously interaction with each other. Services are activities typically produced in an interactive process in which the customers play role for the outcome. Some of the services are produced in interaction with employees (as with airline and hotel services), while in other cases the customer acts as sole producer of the service (as with telecom services or ATM machines). Services are also produced, delivered and consumed in time and space where process overlap

and the customers carry out core activities (Edwardsson, Johnson, and Gustafsson, 2000).

Service vs. good or production:

Service is also different from production in a number of important ways. The first difference is that services usually involve direct contact between the provider and end-users. Services are delivered directly by people to people. The service can not be separated from the person receiving it. Secondly, services have to be delivered on time, and this is an important as their physical specification. Third difference is that unlike a product, a service can not be serviced or mended. A poor meal is a poor meal. It can not be repaired. For this reason it is important that the standard for services should be right first time every time. Fourthly, services face the problem of intangibility. It is often difficult to describe to potential customers exactly what is being offered. Lastly, it is very difficult to measure successful output and producing in services. The only meaningful performance indicators are those of customer satisfaction. Intangibles or soft measures are often as important to success and to the customer as are hard and objective performance indicators (Sallis, 1996; Parasuraman et. al., 1985). More specifically services are intangible, heterogeneous, and they are produced and consumed simultaneously. These attributes highlight the idea that the interactions between the client and service employee are critical to the production and consumption of a service (Chelladurai, and Chang, 2000).

Quality:

In service quality literature another concept is quality which is defined in The Oxford English dictionary as degree of excellence,

relative nature. A more traditional definition of quality is comparison of consumer expectations with actual service performance (Parasuraman, Zeithaml, and Berry, 1988), the extent of discrepancy between customer's expectations or desire and their perceptions (Zeithaml, Parasuraman, & Berry, 1990). In essence, quality can be understood as meeting the customer's expectation (Kehoe, 1996). However, despite its importance many people find quality an enigmatic concept. It is perplexing to define and often difficult to measure. One person's idea of quality often conflicts with another, as we all too aware, no two experts ever come to the same conclusion when discussing what makes a god school, college or university. The best organizations whether public or private understand quality and know its secret (Sallis, 1996). The definitions of service quality indicate that quality itself has many meanings (Yong & Pastore, 2004). It can be attributed to the product or service, the work itself, the process and systems surrounding the work (Spencer, 1994). In sum, the meaning of quality can vary depending on who would judge quality (Chelladurai & Chang, 2000). Quality can be said to be the eyes of the beholder. This is a very important and powerful definition, and one that any institution ignores at its peril. It is the customers who make the judgment on quality, which they do by reference to the best comparable performer (Sallis, 1996). Chelladurai and Chang (2000) argue that the quality evaluations consists of three parts: a) targets of quality which are the features of a product subjected to quality evaluations; b) the standards of quality which are the specific criteria applied in quality judgments; and, c) the evaluators of quality which are the arbiters of quality (Figure 1).
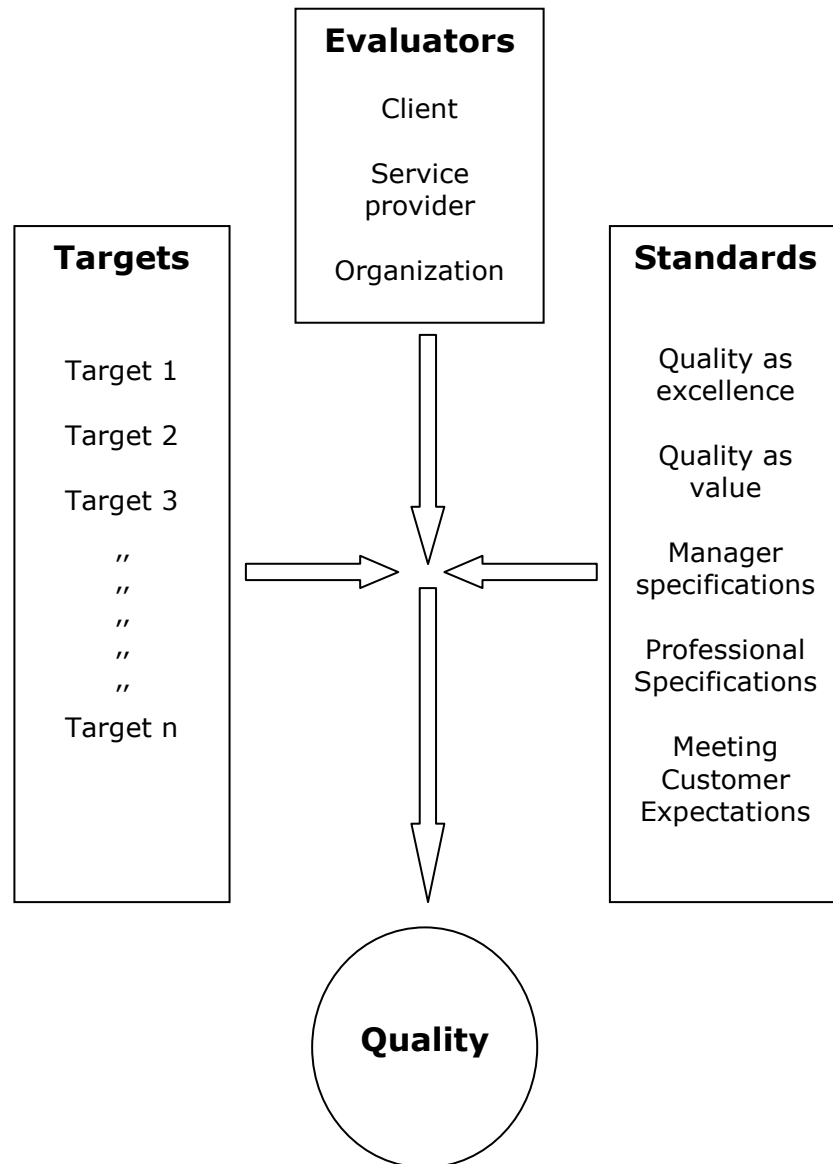
Figure 1. Targets, Standards, and Evaluators of Quality by Chelladurai & Chang (2000).

Service quality:

The first attempt to describe and define service quality was the paradigm suggested by Grönroos who distinguished technical quality (what is done) and functional quality (how it is done) after having been described service and quality concepts separately from

each other (Boshoff, & Gray, 2004). Service quality concept was also defined in many studies by different researchers. The degree to which the performance of service provider matches customer expectations; the essential characteristic of a service that measures its excellence; conforming to consumer expectations, and implies from a consumer perspective, the comparison of customer expectations with customer perceptions of actual service performance were some of these definitions (Zikmund & D'Amico, 1996; Hung, Huang, and Chen, 2003; Parasuraman et al., 1985). In essence, service quality should be defined by the customer's overall impression about the service performance, service delivery systems, and overall consumption experiences (Yong & Pastore, 2004).

It can be seen from the above definitions of service quality that perception and expectation are two important key elements. For that reason employees' performance and customers' expectations and perceptions are important factors in service quality process. The attitude, knowledge and skills of employees, who continuously interact with customers, directly affect the service quality and customer satisfaction. According to Sallis (1996) in service quality process, the other important factor is customers. Since, customers are the final arbitrators of quality and without them the institution does not exist

Regarding the service the clear standards are formed in customers' mind who benefit from the service. When a person returns to receive the same service again, he finds an opportunity to compare and evaluate. By means of doing so, he can compare the existing service with previous one depending on the time, quality and price,

and he/she can express his satisfaction or dissatisfaction (Ekenci, 1998). Customers evaluate the service performance and determine the level of service quality based upon their goal attainment, unique experiences, and service outcome. For that reason, it is appropriate to choose customers as arbiters of service quality evaluation, and the standard of quality should be the customer's perception of service excellence or meeting or exceeding customer's expectations (Yong & Pastore, 2004). Customers are the lifeblood of any organization, either in private sector business or in public sector government, because consumer satisfaction is the key factor for the organizational survival. Satisfaction is particularly important in relation to organizations that deliver services, rather than goods (Nicholls, Gilbert, and Roslow, 1998). Customer satisfaction is function of the expectations that the consumer brings to the service encounter (Zeithaml, Berry, and Parasuraman, 1996). According to Westbrock & Oliver (1991), satisfaction is judge after buying. It is difference between previous expectations and perceived real performance from a good or service In brief; customer satisfaction is a summary of cognitive and affective reaction to a service incident (or sometimes to a long term service relationship). Satisfaction (or dissatisfaction) results from experiencing a service quality and comparing that encounter with what was expected (Oliver, 1980). In the satisfaction literature, expectations are viewed as reflecting what the consumer anticipates the service can deliver whereas in the service quality literature, expectations are seen as desired attributes of a given service (Oliver, 1981). It is assumed that expectations and performance perceptions have a joint effect on satisfaction, in sense that positive disconfirmation (performances higher than expectations) has a positive impact on satisfaction, while negative

disconfirmation (expectations are higher than performance perceptions) has a negative effect on satisfaction. It is expected that the perception of the performance of the supplier will have a direct effect on performance (Soderlund, & Julander, 2003). An organization that wants to fulfill its potential as a service provider should consider issues of quality and strive to improve its efforts in light of customer expectations (Kim & Kim, 1995).

Service quality & customer satisfaction:

Although, in general, customer satisfaction and service quality are used in similar meaning, customer satisfaction as being an emotional reaction is different from service quality. Customer satisfaction is not a kind of behavior; it is opinion about the experiences occurring after buying a service. For that reason, customers need to benefit from service that they buy one or more time to decide whether they are satisfied, or not (Anderson, Fornell and Lehmann, 1994). Moreover, some researchers expressed some differences between the service quality and customer satisfaction; the dimensions underlying quality judgments are rather specific, whereas satisfaction can result from any dimension (whether or not it is quality related). Expectations for quality are based on ideals or perceptions of excellence, whereas a large number of nonquality issues can help form satisfaction judgments (e.g., needs, equity, and perceptions of fairness). Quality perceptions do not require experience with the service or provider whereas satisfaction judgments do. Quality is believed to have fewer conceptual antecedents than does satisfaction (Taylor & Baker, 1994).

Benefits of service quality & its measurements:

Improvement in perceptions of the quality, value, and satisfaction in a service encounter should lead directly to favorable outcomes (Cronin, Brady, Thomas, and Hult, 2000). So, while providing service to their customers organizations both in private and in public sector started to attach importance to quality. Service quality earns customer loyalty and helps to differentiate one's business from the competitors. Since service ideas and process themselves are easily copied and service quality provides shelter from price competition because consumers are wiling to pay more for high quality service. Additionally, providing high quality service reduces the cost of business not only because it costs five times less for a service business to retain a customer than for it to attract a new one, but also because a business does not need to spend much in developments when customers are not interested and management does not have to resolve service problems. And finally it increases profitability as a result of all previously benefits.

The competitive business world of both good and service sector was interested in service quality and its measurement for several years, and many researchers emphasized the importance of the measurements. Sallis (1996) stated that it is always necessary to ask two fundamental questions when trying to understanding quality in any institution. The first is what is the product? The second is who are the customers? Were consumers content? Did they get what they wanted? Were they helped? Were the service surroundings pleasant? Thus, service is, typically, about the present, the now. When dissatisfied with service, customers do not have defective product to return in order to indicate their dissatisfaction. So, providers need some other way (Nicholls,

Gilbert, and Roslow, 1998). To be able to aware of service quality level that they provided and to learn the status of customer satisfaction organizations used different models and measurement tools. Questionnaires, answered by target customers, were commonly used to reflect the customer satisfaction levels on critical service elements with regard to validity and reliability, a five point Likert-type scale and a seven point Likert-type scale were commonly applied in most research (Hung, Huang, and Chen, 2003).

Measurement of service quality:

Different models and tools were developed to measure service quality by both academics and people working in the area of service sector. One of these models is Grönroos model which emphasizes that service quality consists of three parts; first is institutional image, second is technical quality, the third is functional quality. Another model is the Gap Model which was developed by Parasuraman et al. (1985). This model commonly used by the organizations to measure both level and direction of provided service quality is the initial one in this area. It measures both customers' expectations and performance of service provider. In Gap Model service quality is determined by comparison of customers' expectations with their perceptions. Parasuraman et al. (1988) also developed an instrument which was SERVQUAL. The original SERVQUAL instrument comprises 22 statements used to assess service quality across five dimensions (tangibles, reliability, responsiveness, assurance, empathy), with each statement used twice: once to measure expectations and once to measure perception. According to Wisniewski (2001) SERVQUAL can be adapted with minor modification to any service organization.

Service quality in sport:

Similar to the other sectors, in sport sector, service quality and its importance started to receive great attention. One prominent manifestation is the initiative of the European Association of Sport Management (EASM) to devote its sixth annual congress to "Service Quality in Sport" (Dimitra & Konstantininos, 2004). Also in Turkey, in year of 2004 and 2005, "Symposium for Quality in Sport" was organized to discuss the quality in sport and its related subtopics. These may indicate a growing demand for research and discussion on evaluation of knowledge, which provides feedback on service quality and customer satisfaction in the sport and fitness industry. According to Yong & Pastore (2004), the meaning of quality is relative to concept and can vary under different circumstances. Therefore, it is necessary to reanalyze the meaning of service quality in relation to the recreational sport industry. The researchers stated that sport organizations face a new area of global competition. Within the saturated market of sport industries, the success of a sport organization may depend on the degree to which the organization can satisfy their customer with quality service.

Beard and Ragheb (1980) expressed the characteristics of sport product that they are not hold by hand. That is they are intangible. They are not durable goods and they can not be stored like aerobic and fitness activities. In addition they can not be predicted and they are related to participation experiences of customer. They can show differentiation and vary from people to people. From a different point of view, as a spectator you can mention about the quality in sports if the goodness of the game arouse excitement;

as a player, if you both learn something from your opponents and demonstrate your skills and knowledge to them as a model sportsman, enjoy the spectators' gentlemanly support, and leave from the field with good memories, (Köksal, 1998). The services provided within the recreational sport industry can be explained by the following main characteristics: Customers not only attend, but also actively participate in the service production. Sport services in recreational sport require a close relationship and high level of involvement between the service provider and customers. All in all, although human performance is the case product and customer experience is a major output, the level of interaction among sport consumers is relatively high and customers affect each other. For example, fitness program managers should expect high levels of interaction among members in instructional programs, and prevent possible causes of problems. In most of the service delivery process, especially in sport and fitness services, a customer's presence is required (Bitner, 1992).

In the sport industry, a customer's experience is a major outcome. Sport consumers often have a certain level of expectation about the outcome of sport participation. In sum, the concept of service quality is defined based upon the characteristics of services and its delivery process as viewed by sport consumer (Bitner, 1992). Beard and Ragheb (1980) also expressed that the studies investigating the reasons of participation in sport showed that there are multidimensional reasons to take place in the sport. Alexandris et al. (1999) explained these multidimensional reasons and needs of participating in a recreational sport as health & fitness, socialization, competition, intellectual participation and relaxing.

On the other hand, according to Chelladurai (1992; 1994) sport services are classified into two broader sets. First one is participant services, and the second one is spectator services. Participant services are further divided into as consumer-pleasure, consumer-health/fitness, human skills, human-excellence, human-sustenance and human-curative services. The bases for this classification are the distinction between consumer and human services, as well as client motives for participation. Chelladurai also defined the spectators services (provision of sport excellence as entertainment), sponsorship services (exchange of access to sport markets), and other services spawned by spectators services (e.g., product licensing, concessions, parking). The reason behind the situation, why sports organizations exist, is meeting of customers' needs and expectations by designing and providing service at the most appropriate conditions; at right place, right time and right price. For that reason, similar to the other service sectors, for the sport service provided by sport organizations it is very necessary to obtain marketing information which provides knowledge about their customers' needs and expectations. Since an institution gets the success if it understands the uncovered or covered customer expectations, and direct its production according to these expectations (İmamoğlu, 1998).

Measurement of service quality in sport:

Researchers have either directly applied the SERVQUAL instrument or have modified it to tailor it more specifically to the service of the fitness and recreational sport industry. However, empirical examinations of the sport, fitness and leisure offer little to support commonly agreed upon dimensions of service quality to date (Yong & Pastore, 2004). Although researchers are agreed upon that

service quality and customer satisfaction are two important constructions to gain an advantage in the other service sectors, in sport management area these basic concepts and relationship between service quality and customer satisfaction was ignored (Gürbüz, 2003). For that reason in the reviewed literature there is limited study related with sport service quality, and especially its measurement. Sport managers attempted to understand service quality and its effects on service performance and also to determine customers' needs. However, they did not succeed in this process due to limited number of studies in this area. In this case, the researchers rather focused on measuring provided service quality in fitness clubs. Although SERVQUAL is very famous among the service quality measurement tools, some researchers found it insufficient, and some of them argued that some statements in SERVQUAL should be changed or some statements should be added to it. In addition although many researchers used SERVQUAL in their study, another group of researchers tried to develop a new model or tool in measurement of service quality. For example to measure the perceived and expected service quality in sport and fitness centers QUESC was developed by Kim & Kim (1995). Thedorakis and Kambitsis developed SPORTSERV with five dimensions and 22 items in 1998 to measure how spectators perceive the sport service quality in professional sport. In addition to these, in 2000 Lam developed SQAS (Service Quality Assessment Scale) with 6 dimensions and 40 items to measure customers' expectations from sport and health centers.

As it was previously stated that especially in sport service literature there is limited study regarding measurement of provided service quality and customer satisfaction. This situation is shown similar

for Turkey when the sport science literature was reviewed. So, for the purpose of bringing a new perspective and to make a contribution to sport science literature, this study was designed.

1.1. Purpose of the Study

The purpose of this study was to determine the service quality among the sport and fitness centers. On this purpose this study was designed to determine the service quality satisfaction level (perceived service quality minus expected service quality) of the students, academics and administrative staffs attending to sport and fitness centers in the public and the private universities in Turkey.

1.2. Statement of the Problem

Problem statement to be examined in this study is that "How the service quality among the universities' sport and fitness centers is evaluated by students, academics, and administrative staffs?"

1.3. Operational Definitions

Service: Services are activities typically produced in an

interactive process in which the customers play role for the outcome (Edwardsson, Johnson, and Gustafsson, 2000).

Quality: Meeting customer requirements; fitness for purpose perhaps even delighting our customers (Greenwood & Gaunt, 1994).

Service quality: The degree to which an event experience meets individual's needs or expectations (Hung, Huang, and Chen, 2003).

Customer: Buyer of goods or services (Zikmund, & D'amico, 1996).

Customer satisfaction: A summary of cognitive and affective reaction to a service incident (Oliver, 1980).

1.4. Assumptions of the Study

1.4.1. It is assumed that the service quality provided among universities' sport and fitness centers was reliably measured and demonstrated.

1.4.2. It is also assumed that the participants in this study respond to the questions and items in the questionnaire truthfully.

1.5. Limitations of the Study

1.5.1. Seven universities having sport and fitness centers in Ankara were included to this study. For that reason the result of this thesis could be generalized only for this group of participants.

1.5.2. The other limitation of this study was related to the distribution of the participants according to their age and status. The distribution of the participants who are in the age group between 17 and 25 (80 %), and 25 and 30 (15 %) was 95 %. On the other hand, the percentage of the rest of the participants who are in the age group between 31 and 61 was only 5 %. Moreover, majority of the participants was student. The distribution of the percentage of academics and administrative staffs was very low. These distributions limited the examination of differences among the age groups and status groups in terms of their service quality satisfaction scores.

1.6. Hypothesis of the Study

At the end of this study it is expected that the participants attending to the sport and fitness centers of the universities will be highly satisfied from the provided service quality.

The other hypothesizes tested in this study are;

1.6.1. There is significant difference among the participants' total service quality satisfaction level according to their demographic profiles.

1.6.2. There is significant difference among the participants' service quality satisfaction level at staff subscale according to their demographic profiles.

1.6.3. There is significant difference among the participants' service quality satisfaction level at program subscale according to their demographic profiles.

1.6.4. There is significant difference among the participants' service quality satisfaction level at locker-room subscale according to their demographic profiles.

1.6.5. There is significant difference among the participants' service quality satisfaction level at facility subscale according to their demographic profiles.

1.7. Significance of the Study

The previous studies regarding this issue were generally realized in the area of education, health, accommodation (hotel) and library services. On the other hand, the area of sport service sector lacks of this type of scientific studies. In Turkey, even there were some studies specifically with service quality in private health and fitness centers, and customer satisfaction in sport facilities (Gürbüz, 2003; Memiş, 2002); the literature about service quality evaluation in sport and fitness centers is limited. To be able to bring a new perspective and approach especially and more specifically to literature of service quality measurement in sport sector this study was designed. It was expected that findings from this study will be useful for both service providers and customers in this process. Customers can find an opportunity to state their opinion about expectations and perceptions, and also to rate service quality level by using these kinds of measurement tools. On the other hand,

according to findings from these types of measurement tools and models service providers can see their strengths and weaknesses, and they will try to save existing customers and also to gain new ones by presenting higher quality service.

CHAPTER II

LITERATURE REVIEW

In this chapter literature review about service quality and related concepts were given. Firstly, investigation about basic definitions of service quality and related concepts were presented. Secondly, the different measurement models and tools were examined. Thirdly, service quality dimensions were investigated. And finally, related literature about service quality and its measurement in both business and sport service sector were presented.

2.1. Investigations of Service Quality and Related Concepts

As a result of globalization and competition the clearest characteristic of second half of the twenty first century, industries had to increase variety and quality of service for the customers to meet their needs and expectations (Canbolat, 2002). Organizations in good or service, or in public or private sector understood the importance of presenting high quality of service and satisfying their customers. According to Disney (1999) the "take it or leave it" attitude of service providers has been replaced by a need first to determine and second to meet the expectations of the customers who have increasingly been given more choice in an increasingly competitive and over-supplied market Excellent customer satisfaction service and high customer satisfaction became major concerns for operation management service industries (Hung, Huang, and Chen, 2003).

This interest initiated the intention for definition of quality and related concepts which are service quality and customer satisfaction, and then started developing tools for measurement of these concepts. Quality, service quality and customer satisfaction defined by many researchers from both similar and different point of view. The meaning of quality in service and good sector showed differences. As global organizations producing good constituted quality assurance department, and related to this area many scientific studies were realized in the literature. On the other hand organizations in service sector ignored these types of measurements. The reasons behind this are difficulty of measurement of service quality and nature of service peculiar to it. Each service sector has own understanding of quality, characteristic of product and potential of customer. For that reason different tools and models special to service sector were developed by the people in this sector or the researchers for their scientific studies (Yetiş, 2001).

The differences between the good and service were expressed by the researchers in many studies depending on their characteristics. According to Sallis (1996) and Parasuraman et al. (1985) firstly; services usually involve direct contact between the provider and end-users. Services are delivered directly by people to people. The service can not be separated from the person receiving it. Secondly; there is the second important element of service quality. Services have to be delivered on time, and this is an important as their physical specification. Thirdly; is that unlike a product, a service can not be serviced or mended. The researchers stated that a poor meal is a poor meal. It can not be repaired. For this reason it is important that the standard for services should be right first

time every time. Fourthly; services face the problem of intangibility. It is often difficult to describe to potential customers exactly what is being offered. And lastly; it is very difficult to measure successful output and producing in services. The only meaningful performance indicators are those of customer satisfaction. Intangibles or soft measures are often as important to success and to the customer as are hard and objective performance indicators.

However, especially in quality concepts according to reviewed literature almost all researchers agreed upon the same thing that meaning of quality can vary depending on who would judge quality; Quality can be said to be the eyes of the beholder. This is a very important and powerful definition, and one that any institution ignores at its peril. It is the customers who make the judgment on quality, which they do by reference to the best comparable performer (Chelladurai & Chang, 2000; Sallis, 1996). After having been described quality itself researchers attempted to define service quality in their studies. Zikmund & D'Amico (1996) defined service quality as the degree to which the performance of service provider matches customer expectations. According to Hung, Huang, and Chen (2003) it is the essential characteristic of a service that measures its excellence. In another study Parasuraman et al. (1985) explained the service quality as conforming to consumer expectations, and implies from a consumer perspective, the comparison of customer expectations with customer perceptions of actual service performance.

Many researchers also emphasized the importance of employees and customers in service quality process. The attitude, knowledge and skills of employees, who are continuously interact with

customers, directly affect the service quality and customer satisfaction. Like employees customers were also indicated as main part of service quality concepts by the researchers. For example Sallis (1996) expressed that customers are the final arbitrators of quality and without them the institution does not exist. Customers evaluate the service performance and determine the level of service quality based upon their goal attainment, unique experiences, and service outcome. For that reason, it is appropriate to choose customers as arbiters of service quality evaluation, and the standard of quality should be the customer's perception of service excellence or meeting or exceeding customer's expectations (Yong & Pastore, 2004).

The other concept is satisfaction which is the most important component of service quality. Organizations especially in service sector try to show their best effort to be able to satisfy their customers. According to Nicholls et al. (1998) satisfaction is particularly important in relation to organizations that deliver services, rather than goods. Many researchers emphasized the importance of customer satisfaction: Customer satisfaction is function of the expectations that the consumer brings to the service encounter (Zeithaml, Berry, and Parasuraman, 1996). Oliver (1980) defined it briefly that customer satisfaction is a summary cognitive and affective reaction to a service incident (or sometimes to a long term service relationship). Satisfaction (or dissatisfaction) results from experiencing a service quality and comparing that encounter with what was expected. As it is seen the definition satisfaction explained by the researchers depending on two factors, expectations and perceptions. In the satisfaction literature, expectations are viewed as reflecting what the consumer

anticipates the service can deliver whereas in the service quality literature, expectations are seen as desired attributes of a given service (Oliver, 1981). Soderlund & Julander (2003) stated the effect of expectation and perception on customer satisfaction as; It is assumed that expectations and performance perceptions have a joint effect on satisfaction, in sense that positive disconfirmation (performances higher than expectations) has a positive impact on satisfaction, while negative disconfirmation (expectations are higher than performance perceptions) has a negative effect on satisfaction According to Kim & Kim (1995) an organization that wants to fulfill its potential as a service provider should consider issues of quality and strives to improve its efforts in light of customer expectations.

On the other hand some researchers expressed some differences between the service quality and customer satisfaction. For example Taylor & Baker (1994) stated that dimensions underlying quality judgments are rather specific, whereas satisfaction can result from any dimension (whether or not it is quality related). Expectations for quality are based on ideals or perceptions of excellence, whereas a large number of non-quality issues can help form satisfaction judgments (e.g., needs, equity, and perceptions of fairness). Quality perceptions do not require experience with the service or provider whereas satisfaction judgments do. Quality is believed to have fewer conceptual antecedents than does satisfaction

2.2. Models Developed for Service Quality Measurement

Measurement of service quality became very important process for

any good or service sector institution for years. From the previous literature it was seen that there is a positive relationship between service quality perception and intention of consumption (Gürbüz, 2003). Also determining the factors that affect the service quality and working for improvement in service quality will decrease the service cost. For that reasons different tools and models special to service sector were developed by the people in this sector or the researchers for their scientific studies (Yetiş, 2001). In the production sector, studies concerned with quality reached considerable amounts. However, description and measurement of services is difficult because of both its nature and the customer perceptions (Canbolat, 2002).

In 1985, Parasuraman developed the Gap Model which is the first in this area and commonly used by the organizations to measure both level and direction of provided service quality. In this model both customers' expectations and performance of service provider is measured. Service quality is determined by comparison of customers' expectations with customers' perceptions. The logic of Gap model can be explained as shortly that there are some expectations of the customer from the organization, after service presented, service quality determined by comparing these expectations with their perceptions from service (Chang et al., 2002).

The other model in this area was Grönroos model. In this model it was emphasized that service quality consists of three parts; first is institutional image, second is technical quality, the third is functional quality. Technical quality means what do customers buy or consume. The functional quality means how do customers buy or

consume service. As well as these two factors the institutional image is very important. The appearance of the organization as facility, appearance of staff and similar physical features has effect on an organization's institutional image and consequently service quality. This image means the perception and evaluation of the organization by their customers. Especially in sport sector technical quality can be assessed objectively. Variety and modern appearance of equipments play a very important role in perception of service quality by the customers in sport and health centers (Chang et. al., 2002; Gürbüz, 2003).

2.3. Service Quality Dimensions

It was realized by researchers that while customers evaluate an organization's service quality they use or benefit from some dimensions related to service they receive. In order to develop a standardized measurement for service based on consumer perception, one method universally recognized to be critical in an evaluation is the identification of the dimensions of service (Kim & Kim, 1995). In this respect researchers attempted firstly to identify these dimensions.

Parasuraman et al. (1985) used the interview method in four different service sectors. Results of this study showed that customers used some critters in determining service quality, and also identified the quality, basic concepts and factors that affect their expectations. At the end of this step, the customers identified total ten general dimensions used to evaluate the service quality (Table 1). These ten dimension were; tangibles, reliability,

responsiveness, competence, courtesy, credibility, security, access, communication and understanding.

Table 1. Dimensions and definitions used by customers while evaluating service quality by Parasuraman et al. (1985).

tangibles	*Appearance of physical facilities, sufficiency of staff communication tools.*
reliability	*Presenting promised service on time, smoothly and in a long time period.*
responsiveness	*Being willing in helping to customers, to be able to respond to requests.*
competence	*Having necessary knowledge and capability in providing service.*
courtesy	*Being polite, respectful and behaving friendly*
credibility	*Being reliable, honest and believable.*
security	*Away from danger, risk and any doubt.*
access	*Accessibility and easy to contact.*
communication	*Giving information to customer in very clear and understandable way and take them into consideration.*
understanding	*Making effort in identifying customers and knowing their needs.*

Although, at first, three different researchers attempted to measure the service quality in four different service sectors, then these researchers applied the surveys in five different service sectors; consequently they developed a new tool which was called SERVQUAL (Gürbüz, 2003). The ten dimensions were reduced into

five dimensions. When the format of SERVQUAL instrument was examined in detailed it is seen that while dimensions which are tangibles, reliability and responsiveness remained same, assurance and empathy was added as two new dimensions. The main modification between the old and new one is that the dimension of assurance covers competence, courtesy, credibility and dimension empathy covers access, communication and understanding. The original SERVQUAL instrument comprises 22 statements used to assess service quality across five dimensions (tangibles, reliability, responsiveness, assurance, empathy), with each statement used twice: once to measure expectations and once to measure perception. Information on levels of customer's expectations can help managers to understand what customers actually expect of a particular service. Equally, if gap scores in some areas do turn out to be positive, this allows managers to review whether they may be over supplying this particular feature of the service and whether there is potential for re-development of resources into features which are under performing. SERVQUAL was used by many service sectors such as catering service, building control, development control, grounds maintenance, housing repairs, leisure services, library services, and with minor modification, it can be adapted to any service organization (Wisniewski, 2001).

Moreover, Chang and Chelladurai (2003) examined dimensions regarding with fitness services. In their study, researchers aimed to identify and describe the dimension of quality in the service offered by fitness clubs and to develop a scale to measure those dimensions. Regarding the same issue the Chelladurai (1992) stated that a unique feature of fitness services is the involvement of the clients in the production and consumption of that services

frequent, prolonged, agonistic participation. Because of those features of the fitness centers, it is necessary to identify dimensions of quality in these centers (in Figure 2).

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                    ╭─────────────────────╮
                    │   Overall quality   │
                    ╰─────────────────────╯
              ╱                 │                 ╲
             ↓                  ↓                  ↓
    ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
    │    Input     │   │  Throughput  │   │    Output    │
    └──────────────┘   └──────────────┘   └──────────────┘
           ┊                  ┊                  ┊
           ↓                  ↓                  ↓
    ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
    │   *Service   │   │ *Interaction │   │              │
    │   Climate    │   │(personal/task)│  │  Perceived   │
    │ *Management  │   │  *Physical   │   │              │
    │ Commitment   │   │ environment  │   │   Service    │
    │ to Service   │   │*Other clients│   │              │
    │   quality    │   │  *Service    │   │   Quality    │
    │ *Programming │   │Failure/Recovery│ │              │
    └──────────────┘   └──────────────┘   └──────────────┘
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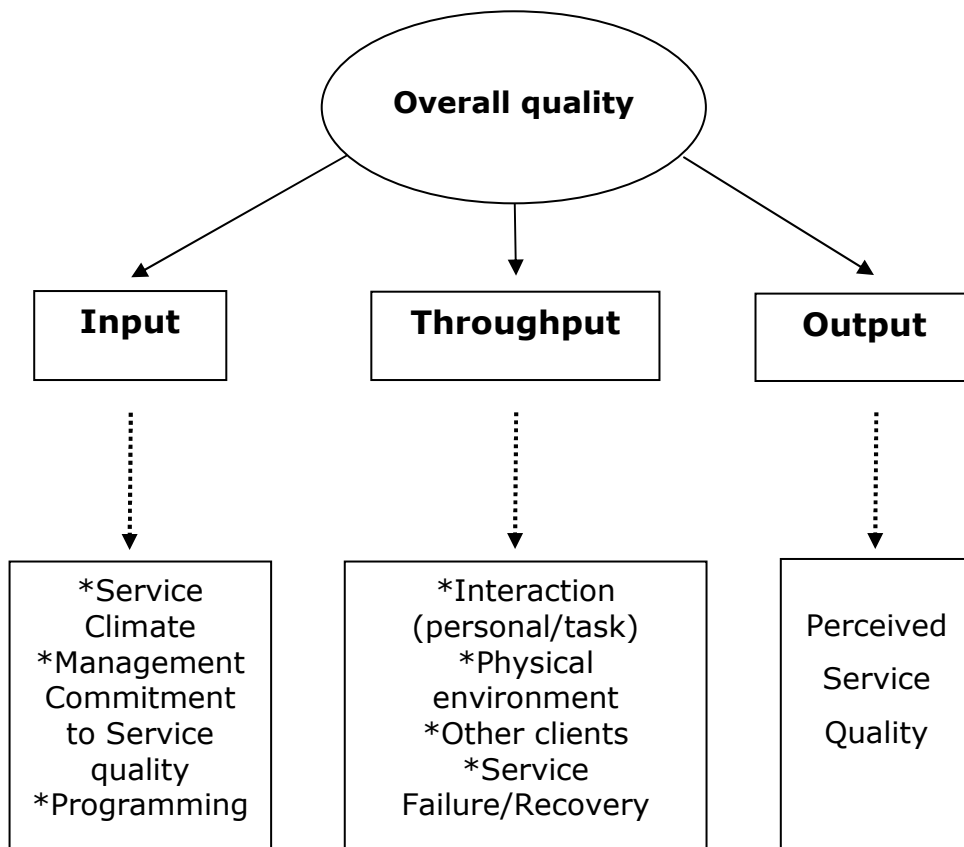
Figure 2. System View of Dimensions of Fitness Services by Chang, and Chelladurai (2003).

2.4. Researches Related to Service Quality

Although, concepts of quality and service quality are very necessary and inevitable competency tools for any organization whether in private or public sector, organizations doing same job or giving same service in the sector recognized the importance of

presenting quality of service and satisfying customers so late. However, especially for the last 15 or 20 years directors or managers in the service sector organizations firstly made an effort to identify their customers' needs and expectations, and then depending upon these information they tried to design and present quality of service for their customers. The main reason behind these efforts was to be different, and also to survive in the competitive business world.

This new trend also initiated the researchers to develop suitable tools to measure service quality and customer satisfaction due to lack of measurement tools and models in this area. They firstly focused on identification of service quality and its characteristics. So, different definitions related to quality, service quality and customer satisfaction were suggested by the researchers. However, especially as being subjective concept it was difficult to define. This difficulty was expressed by many researchers. For example, Sallis (1996) stated that service quality characteristics are most difficult to define than those for physical products. This is because they include many important subjective elements. Products often fail because of faults in raw materials and components. Their design may be faulty or they may not be manufactured to specification. Poor quality service, on the other hand is usually directly attributable to employees behaviors or attitudes.

According to Zeithaml, et al. (1985) service is abstract concept; it can not be held by hand and can not be tested. They argued that service appears during its delivery to customer, and depending on the performance of the organization's staff it could be evaluated as good or not. On the other hand quality concept can also be

differing from one person to another or one situation from another. The meaning of quality can vary depending on who would judge quality (Chelladurai & Chang, 2000). In addition to these definitions, while some researchers found service quality and customer satisfaction as same, the others distinguished service quality from customer satisfaction, but they also expressed that these concepts are dependent on each other. Taylor & Baker (1994) explained this diversity that quality perceptions do not require experience with the service or provider whereas satisfaction judgments do, and quality is believed to have fewer conceptual antecedents than does satisfaction.

Almost all researchers expressed that it is very difficult to measure service quality; there is also very limited empirical study in this topic. For that reason, researchers secondly focused on developing appropriate surveys, models and tools after they identified the quality and related concepts in same or different ways. Especially in measurement of service quality, different models and tools were developed. Grönroos model and Gap Model were the first examples in this area. After that, service quality dimensions were developed by the researchers by using interview method in which customers defined the concepts and some critters regarding their expectations from service quality provided that organization. Finally an instrument with ten dimensions called SERVQUAL was constituted. However, its ten dimensions were reduced into five more general dimensions. This modified SERVQUAL instrument was used in many service sectors such as in education, health, accommodation (hotel) and library to identify the customer satisfaction and measure the service quality (Wisniewski, 2001). In the study in which students from the university in Seoul were included, reliability and validity of

SERVQUAL instrument was proved (Gürbüz, 2003). Many researchers found SERVQUAL very useful and sufficient. Although some researchers criticized it due to some insufficiencies, and they argue that some additions could be made, it continues its popularity.

According to Fornell (1992) to compete in global market, a firm should measure its quality before improving that quality. The most meaningful measurement can be understood by examining the question that how quality affects customer satisfaction. The numerous studies have specified relationship between quality, value, satisfaction and such consequences as customer loyalty, positive word of mouth, price premium, and repurchase intentions (Cronin, Brady, Thomas, Hult, 2000).

Cronin et al. (2000) tried to synthesize and built on the efforts to conceptualize the effects of quality, satisfaction, and value on consumers' behavioral intentions. Specifically, they reported an empirical of a model of service encounters that simultaneously considers the direct effects of these variables on behavioral intentions.

Another study realized by Gagliano & Hathcote (1994) examined the differences between consumers' expectation and perceptions of service quality they received when shopping apparel specialty stores, they also take into account consumer demographic characteristics. Servqual scale and methodology developed by Parasuraman et al. (1991) were used. The gap scores were calculated by subtracting the expectation scores from the perception scores. Using a factor analysis, four determinants of

service quality emerged by the researchers: 1.Personal Attention; 2. Reliability; 3.Tangibles; and 4. Convenience. According to findings they found greatest disparity between expectations and perceptions for the personal attention factor. Demographic characteristics of consumer race, marital status, and income provided significant differences between expectations and perceptions.

Also in Turkey studies related to service quality measurement in the different sectors and areas such as education, health, accommodation, apparel, and library were realized by the researchers. For example to measure service quality SERVQUAL was applied to a clothing shop by Barın (1995), and the computer center of a university by Cankart (1996). Moreover, Canbolat (2002), aimed to examine the service quality and to expose the importance of service quality as an important part of society life as well as product quality, and also intended to contribute to service quality literature by means of both theoretical and practical (measurement). Servqual Method was applied to education sector. By using such a measurement method, it was aimed to help the educational institutions in the case of customer expectations and how these expectations can be satisfied. In the other study, Yetiş (2001) applied Servqual method to accommodation sector in her study. For this aim in two guesthouses, in the two different cities and tied to government, Servqual model was used to measure and compare the service quality in these places.

2.4.1. Researches related to service quality in sport

As it was stated before, although many aspects of sport related

research including psychology, sociology, and philosophy were studied; few studies about sport service quality have been conducted so far (Lee, Ryder, Shin, 2003). Within the sport industry, service quality was not recognized as a major area of research until late 1980s (Crompton & Mackay, 1988). However, for the directors or managers like the other good or service sectors such as education, health, technology, in sport sector competitive thought became an important. Since in many countries especially the numbers of private or other institutional sport, health, fitness and recreational centers increased dramatically. This increase brought the competition among these sport centers because of same service or opportunity provided by the sector. They tried to be different or the best among the others. So, sport business focused on the service quality and improving it. On the other hand, the study of quality in sport services has been limited in terms of the number of studies and their scopes (Chelladurai & Chang, 2000). According to previous literature, the researchers mostly focused on examining service quality in health, education, accommodation, library and banking sectors, and there was lack of studies related to service quality and its measurements in sport. In the following part related literature to service quality and its measurements in sport sector, more specifically services provided in sport & fitness centers conducted by the researchers were presented briefly.

Kim and Kim (1995) formed a survey with 45 items to measure service quality in sport centers in Korea. By using these items researchers learned the expected and perceived performance of these centers. And then the instrument-QUESC (Quality Excellence of Sports Centers) including 11-factor and 33-item was formed to

measure service quality of sport centers, and also to identify the kinds of services customers want, the level of service they desire, and specific areas requiring managerial attention. It was found that, the performance of Korean sport centers is lagging behind user expectations. It was also stated that although data was obtained from Korean sport centers, the approach of this study and most of its findings may be applied to North American sport center market as well.

Not only service quality in sport and fitness centers but also service quality in professional sports was discussed by the researchers. Even an instrument called TEAMQUAL consisting of 39-items to measure five dimension of service quality in professional sports was developed by McDonald et al. (1995). Dimensions in this instrument were constituted depending upon the SERVQUAL in which these dimensions were identified before that quality judgments are based on the gap between customer expectations and customer perceptions.

In a different study, CERM-CSQ (Center for Environmental and Recreation Management-Customer Service Quality) was developed by Howat et al. (1996). This instrument was used to measure four dimensions of services in sport and leisure centers. These dimensions are: a) core services, including program information, range of activities, facility comfort, value for money, and quality equipment; b) staff quality, including staff responsiveness, staff knowledge, and officials; c) general facility, including safe parking, and facility cleanliness, and d) secondary services, including food and drink, and child minding.

Fan Ywen Wah et al. (1999) examined the importance of five dimensions of service quality concept and level of service quality by measuring customer satisfaction in three different sport centers. According to the results of the study; firstly, participants evaluated the dimensions from most important to less important as tangible, reliability, responsiveness, assurance and empathy; secondly, it was found that there was a gap between service quality expectations and perceptions.

In 2000, Chelladurai and Chang proposed a framework for analysis of quality in sport services from the perspective of targets of quality, standards of quality and evaluators of quality. According to the researchers any quality evaluation of service should begin by identifying the targets of quality evaluations (i.e., braking down that service into smaller discrete and distinct elements), and assessing the targets in terms of consumer and human service components. In addition, the researchers express the relevance of different standards of quality to different targets of quality, and relative significance of the clients, the service providers, and the managers as arbiters of quality.

Chang and Chelladurai (2003) aimed to identify and describe the dimension of quality in the service offered by fitness clubs and to develop a scale to measure those dimensions. Researchers state that a unique feature of fitness services is the involvement of the clients in the production and consumption of that services-frequent, prolonged, agonistic participation. For that feature of the fitness centers, it is necessary to identify dimensions of quality in these centers (Chelladurai, 1992).

As a different study in sport setting, O'Neill et al. (1999) stressed the importance of service quality to the events industry, and they seek to investigate the conceptualization and measurement of service quality and relationship between service quality, customer satisfaction and repeat visitation at events. As instrument a visitor survey and unobtrusive observation method were applied to a surfing event in order to ascertain visitor perceptions of service quality at the event and assist management in a more comprehensive evaluation.

Based on the notion that quality management includes efficiency and effectiveness Howat et al. (1996) developed prototypes for performance indicators of efficiency and effectiveness that can be applied to sports and leisure center management. Effectiveness indicators based on the principles of customer service quality (CSQ) measure customers' expectations compared to their perceptions of centers' actual performance. Findings from the study reports on the dimensions of customer satisfaction and the application of the CERMCSQ questionnaire to leisure center management. According to the authors conclusion a four-dimension model may be appropriate for Australian sports and leisure center.

In 1999, Rushton examined the expectations and perceptions of people attending to sport centers by using SERVQUAL. In addition, as the second purpose, function of five dimensions in evaluating total quality management, and also if there was a service gap or not in these centers were investigated by the researcher. According to the results the most important dimension was assurance, the less important dimension was tangible. And also, most of the participants, who are asked to give answers to the items in

SERVQUAL by using Likert Scale with 7 points, scored the items in questionnaire with 5 or over 5 points.

According to an exploratory study realized by Alexandris, and Palialia in 1999, meeting the demands of customer satisfaction is among the most difficult tasks facing sport managers today. Measuring customer satisfaction is not a straightforward issue, as research has shown that satisfaction is a multi-dimensional concept. The aim of the study was to develop and standardize a scale measuring customer satisfaction, based on a sample of Greek population. This study was based on previous work by Beard and Ragheb (1980), who measured satisfaction in leisure activities. Two hundred and ten members of three private fitness clubs participated in the research and completed the instrument. The results supported the multidimensionality of the concept of customer satisfaction, and revealed the existence of five factors: facilities/services, individual/psychological, relaxation, social, and health/fitness. The total scale and the sub-scales were shown to have satisfactory psychometric properties.

Thedorakis et al. (2001) examined the relationship between service quality and customer satisfaction. As subject they included spectators of two basketball matches in Athens in their study. As a different tool from the SERVQUAL the researchers used the SPORTSERV which was developed by Thedorakis and Kambitsis in 1998 and consists of 5 dimensions and 22 items. Results of the study showed that there was relationship between the service quality and customer satisfaction, and most effective dimensions in measurement were reliability and tangibles.

As a different study in service quality measurement in sport sector Kelley and Turley (2001) realized a research among fanatics in a soccer game. The researchers tried to find that which dimension is the most important among the other dimensions for the fanatics. Results showed that for the fanatic soccer spectator the most important things are pleasure and amusement rather than service quality dimensions. That meant that sport consumption is more important factor than those factors such as quality of food, beverages and staff, location of venue.

Afthinos et al. (2005) aimed to identify the aspects of service delivery deemed most important by the users of Greek fitness centers and to examine whether their desires differ according to the type of fitness center they use as well according to certain demographic and motivation patterns. In this study as instrument QUESC instrument developed by Kim and Kim was used to measure the individuals who were member of public and private fitness centers in Athens, Greece. An analysis of variance test was conducted for each item of the instrument in order to examine whether different groups had different desires for service delivery. The significant differences of desires were found between male and female as well as between users of public and private sport centers. According to researchers the sample of the fitness centers was convenient rather than statistical. The reason behind that was there is no official agency in Greece with a complete list of fitness centers. And also this study sought to address question on the way certain demographic variables and patterns of use might affect sport centers' users' desires, so that an information package can be applied in making marketing decisions for improving sport service delivery.

Lam, Zhang, and Jensen, (2005) designed to develop Service Quality Assessment Scale to evaluate the service quality of health-fitness clubs. Through a review of literature, field, observations, interviews, modified application of Delphi technique, and a pilot study, a preliminary scale with 46 items was formulated by the researchers. Then, at first the items reduced into 40 and finally the SQAS 31-item scale with 6 factors after the several statistical processes. This instrument was stated by the researchers that it can be utilized to evaluate service quality issues in various health and fitness club settings.

In a different study researchers aimed to investigate the applicability of the SERVQUAL model in predicting customer satisfaction and customer behavioral intentions in one of the segments of the sport tourism industry, named outdoors. Two hundred and eighty seven individuals took part in the study. These individuals participated in an outdoor program that took place in the lake Plasteera, Greece, and included activities such as lake canoe/kayak, orienteering, and archery. Service quality was measured by the SERVQUAL scale, satisfaction was measured by Oliver (1980) scale. Two sets of data were collected: the first one before customers' participation in the programs in order to measure their quality expectations, and the second one after customers' participation in the program, in order to measure their quality perceptions. The gap scores were calculated, and these scores were used in order to predict customer satisfaction and behavioral intentions. The results of the study did not provide support for the applicability of SERVQUAL in outdoor services. The five dimensions of the SERVQUAL model predicted very low amount of variances in both the satisfaction and behavioral intentions

variables. These results indicate the need for further research on the factors that determine customer satisfaction in outdoor settings (Kouthouris, and Alexandris, 2005).

When the literature was investigated it was seen that regarding the service quality and its measurement specifically in sport setting there is lack of this type of study in Turkey, expect for the studies of Memiş in 2002 and Gürbüz in 2003. In his study, Memis investigated the customer satisfaction in private health and fitness centers by using the questionnaire. The instrument was formed by a group of researchers depending upon the previous literature. The questionnaire was consisted of three parts; in the first part, ten questions related to demographic information; in the second part, 39 items with 5 points Likert type scale; and finally two open ended questions were used to investigate the customer satisfaction of the participants. After the formation of the items in the instrument, validity and reliability analysis was realized by a pilot study. And then, the instrument was applied to private health and fitness centers in the city of Ankara and Zonguldak. According to results of the studies, some differences were found among the group of participants according to their individual characteristics in evaluating the health and fitness centers. Depending on these results the researcher stated the suggestions about personnel, program, and facility management at the end of the study.

As the most specific research related to service quality in sport setting in Turkey, Gürbüz (2003) tested the validity and reliability of the Turkish Version of the Service Quality Assessment Scale (SQAS) in his master thesis. The members of private health and

fitness centers in Ankara were involved to measure service quality from both expected and perceived sides. At the end of the study, validity and reliability analysis of SQAS-T with five factors and 40 items were realized by the researcher, so, an important contribution was made in literature related to service quality measurement in sport setting.

So far, from the reviewed literature related to service quality and customer satisfaction it could be seen that because of the competitive business conditions all around the world to be different and to survive organizations attached importance to service quality and customer satisfaction. Although service quality concepts and its measurement were interested more in good or manufacturing sector, for the service sector the concept of quality and customer satisfaction was very new. Also, very limited studies and previous literature about service quality was a big handicap for any organization in the service sector. Moreover, because of its subjective nature determining quality was very difficult. For that reasons many researchers attempted to identify firstly service quality and its dimensions in different areas of service sectors. And then, they developed different models in which customers' thoughts, needs and expectations were tired to be identified. By using these models commonly used tools in measurement of service quality were developed. Researchers used these measurements tools in many service sectors such as banking, education, hospitals, and libraries.

Although in other service sector mentioned above it was possible to learn customers' expectations and satisfaction level by using these tools, especially in sport sector there was a difficulty due to lack of appropriate tools. When the related literature was investigated, it

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was seen that the sport service quality studies was available for only 10 or 15 years. It is very new area in sport literature, when it was compared with sport psychology, sport sociology, physiology, sport marketing and sport management literature. In Turkey except for the study specifically realized by Gürbüz (2003) in this topic there was a limited literature. In this study reliability and validity of "Turkish Version of The Service Quality Assessments Scale" (SQAS-T) was proved. By his study, Gürbüz made an important contribution to this area. Since anymore be it private or public organizations in sport and fitness sector can identify their performance by using this appropriate and scientific tool. According to results of this measurement they can redesign their programs, facilities, venues, and train or educate their staff.

CHAPTER III

METHOD AND PROCEDURES

The purpose of this study was to determine the service quality among the sport and fitness centers of the selected universities. Survey research method was used in the overall design of this study. For that reason the questionnaire "Turkish Version of The Service Quality Assessments Scale" (SQAS-T) was used in this study to measure provided service quality in sport and fitness centers of the selected universities. The participants of this study were students, academics and administrative staffs who are attending to sport and fitness centers of the private and the public universities in Ankara. The detailed information about the participants, the instrument, procedure for data collection, definition of variables, and procedure for data analysis are presented in the following sections.

3.1. Participants

The participants of this study constituted of total 484 students, academics and administrative staffs who are attending to sport and fitness centers of seven (four public and three private) universities in Ankara. The mean age of the participants was 22.45 ± 5.14. Demographic profiles of the participants were presented more detailed in the chapter of results.

3.2. Instrument

In this study "Turkish Version of The Service Quality Assessments Scale" (SQAS-T) was used (Appendix B). The reliability and validity analysis of this instrument was realized by Gürbüz (2003). The original SQAS developed by Lam (2000 is a 40-item inventory to measure service quality of health and fitness clubs (Appendix A). Although the SQAS was designed to evaluate the perceived service quality of health and fitness clubs, it was later extended to include both the expectation and perception scores. The Turkish version of the Service Quality Assessment Scale (SQAS-T) consists of five-factor model with 34 items. These are: staff (9 items), program (7 items), locker room (5 items), physical facility (13 items), and Child Care (6 items). The last factor-child care with 6 items was not included in this study. Since this instrument was used in sport and fitness centers of university campuses not in private sport and fitness centers; and also it was distributed not only to adults but also to students of these universities. Removing of the last factor of SQAS-T did not affect the reliability and validity of the instrument (Gürbüz, 2003).

The SQAS-T used in this study consists of three main parts: in the first part, there are four questions to obtain information about participants' demographic profile; in the second part, there is a service quality assessment scale consisting of 34 items and four subscales (staff with 9 items, program with 7 items, locker-room with 5 items, and facility with 13 items); in the third and last part, there are two open-ended questions to evaluate the sport and fitness centers by the participants' own sentences. Participants were asked to rate each item on a 7-point Likert scale ranging from

1 (the least important) to 7 (the most important) in the expected service part; and from 1 (poor) to 7 (excellent) in the perceived service part in the instrument.

3.3. Procedure for Data Collection

After investigation of the ten universities (4 public and 6 private) in Ankara, seven (four public and three private) of them having sport and fitness centers in their campus were determined as the population of this study. SQAS-T was distributed to students, academics and administrative staffs who are the users of sport and fitness centers of the universities. Before distribution of the instrument the required permission was taken from the related departments of these universities. After taking the permission, the participants willing to take place in this study were asked to respond to questionnaire. Before responding to the questionnaire, they were instructed about the purpose of the study, factors and items in SQAS-T as generally.

3.4. Definitions of Variables

Independent variables were gender, age, status in the university, type of usage of sport and fitness centers, and type of university of the participants.

Dependent variables were; total service quality satisfaction scores (difference scores), staff service quality satisfaction scores, program service quality satisfaction scores, locker room service

quality satisfaction scores and facility service quality satisfaction scores of the participants.

3.5. Procedure for Data Analysis

Firstly, the total size of the sample was reported along with the overall percentage of the returns. And then, descriptive statistics was used to identify the frequency and percentage distribution of the participants according to their gender, age, status, type of usage, and type of university. Descriptive statistics were also used to investigate the distribution of mean scores of the participants' difference scores (service quality satisfaction scores) at total and at staff, program, locker-room, and facility subscales. And then, Inferential Statistics (MANOVA: Multivariate Analysis of Variance test) was used to investigate if gender, type of usage, and type of university pointed any significance difference in the participants' service quality satisfaction scores (total difference scores), staff subscale satisfaction scores (staff difference scores), program subscale satisfaction scores (program difference scores), locker-room subscale satisfaction scores (locker-room difference scores), and facility subscale satisfaction scores (facility difference scores). Finally, The Pearson Product-Moment Correlation Coefficient Test was used to investigate if any relationship existed between the age and difference scores (service quality satisfaction scores) of the participants. All of these statistical procedures were realized by using SPSS (Statistical Package for Social Sciences) version 11.5.

CHAPTER IV

RESULTS

The purpose of this study was to determine the service quality among the sport and fitness centers of the universities. On this purpose this study was designed to measure and evaluate the service quality satisfaction scores (difference scores: perceived service quality minus expected service quality) of the students, academics and administrative staffs attending to sport and fitness centers in the public and the private universities in Turkey.

In this chapter, results obtained from the data analysis procedure are presented. Firstly, demographic profile of the participants is given. And then, means and standard deviation of the participants' difference scores (service quality satisfaction scores) at total and at staff, program, locker-room, and facility subscales are presented. In the third part, inferential statistics results (MANOVA test) which helped to identify if demographic profiles of the participants pointed any significant difference in service quality satisfaction scores at total, and at staff, program, locker-room and facility subscales of the groups are presented. In the fourth part, the result of the Pearson Product-Moment Correlation Coefficient which was conducted to investigate the degree and direction of the relationship between age and service quality satisfaction scores of the participants are given. And finally, in the fifth part, the results from the open-ended questions are explained.

4.1. Demographic Profile of the Participants

For this study, total 700 questionnaires (100 for each) were administered in the sport and fitness centers of the seven (four public & three private) universities in Ankara. Out of 700 questionnaires, number of 520 returned. However, after examining the obtained questionnaires, 36 questionnaires were omitted for this study because of missing or lack of data. So, total 484 questionnaires with 69 % returning rate were used for data analysis in this study.

In this part demographic profile of the participants are presented (Table 2). In addition, distribution of the participants' gender, status, type of usage, and type of university is given separately in the figures.

4.1.1. Gender
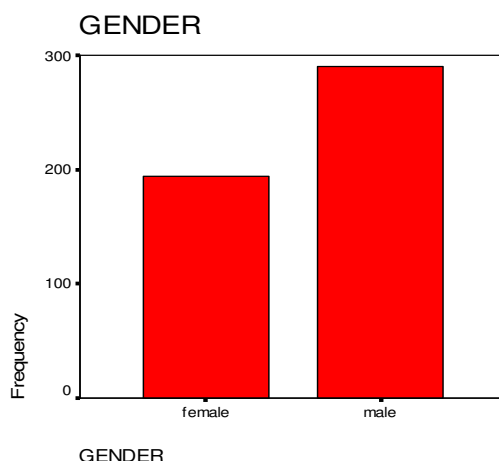
Figure 3. Gender Profile of the Participants

As shown from the Table 2 that participants of this study consisted of 194 (40.1 %) female and 290 (59.9 %) male. Results show that males show interest to sport and fitness centers in the universities more than females (Figure 3).

Table 2. Demographic Profile of the Participants

Variables	Category	n	%	Cumulative
Gender				
	female	194	40.1	40.1
	male	290	59.9	100
Status				
	student	428	88.4	88.4
	academic	36	7.5	95.9
	administrative	20	4.1	100
Type of usage				
	regular	303	62.6	62.6
	irregular	181	37.4	100
Type of university				
	public	275	56.8	56,8
	private	209	43.2	100
	total	**484**	**100**	

4.1.2. Status

As it is seen from the Table 2 and Figure 4 that among 484 participants there were 428 students (88.4 %), 36 academics (7.5 %) and 20 administrative staffs (4.1 %). This result show that mostly young group of people benefit from the sport and fitness centers in their universities.
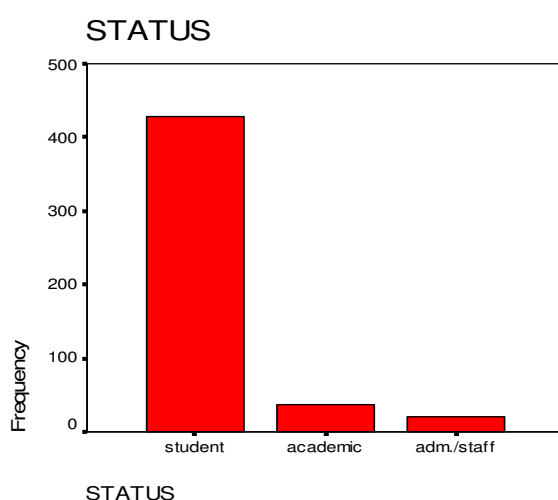
STATUS

Figure 4. Status of the Participants

4.1.3. Type of Usage

The results show that 303 (62.6 %) of the participants used the sport and fitness centers in their universities regularly that means more than two times at week in the last six months (Table 2). On the other hand, 181 (37.4 %) of the participants used these centers as irregularly. As it is shown from the Figure 5 more than sixty percent of participants use the sport and fitness centers in their campuses as regularly.
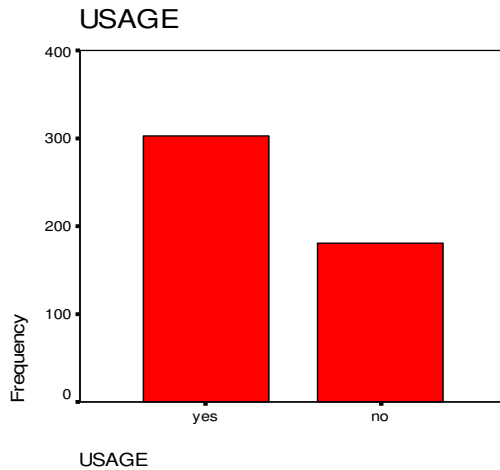
USAGE

Figure 5. Usage Type of the Participants

In addition, in the following part, participants' type of usage in terms of their gender, status and type of university were investigated (in Table 3, 4 & 5).

Table 3. Type of Usage According to Participants' Gender

| | | GENDER | | | | Total | |
| | | female | | male | | | |
		n	*%*	*n*	*%*	*n*	*%*
USAGE	**regular**	111	36.6	192	63.4	303	62.6
	irregular	83	45.9	98	54.1	181	37.4
Total		194	40.1	290	59.9	484	100.0

As shown in table 3, out of 303 participants 111 (36.6 %) female and 192 (63.4 %) male attend to sport and fitness centers among the universities regularly. On the other hand, out of 181

participants, 83 (45.9) female and 98 (54.1) male use these centers irregularly.

Table 4. Type of Usage According to Participants' Status

		STATUS student		academic		adm.staff		Total	
		n	%	n	%	n	%	n	%
USAGE	regular	256	84.5	33	10.9	14	4.6	303	62.6
	irregular	172	95.0	3	1.7	6	3.3	181	37.4
Total		428	88.4	36	7.4	20	4.1	484	100

According to results shown in Table 4, 256 (84.5 %) of students, 33 (10.9 %) of academics, and 14 (4.6 %) of administrative staffs use these centers regularly. On the other hand, 172 (95 %) of students, 3 of academics (1.7 %), and 6 (3.3 %) of administrative staffs attend to these centers irregularly. It is seen mainly from the results that although students have the most frequency in regular usage, they have also the most frequency in irregular usage among the other status groups.

Table 5. Type of Usage According to Participants' University Type

		TYPE OF UNIVERSITY public		private		Total	
		n	%	n	%	n	%
USAGE	regular	169	55.8	134	44.2	303	62.6
	irregular	106	58.6	75	41.4	181	37.4
Total		275	56.8	209	43.2	484	100

It is seen from Table 5 that 169 (55.8 %) of the participants who are in the public universities and 134 (44.2) of the participants who are in private universities use sport and fitness regularly. On the other hand, 106 (58.6 %) of the participants in the public universities, and 75 (41.4 %) of the participants in the private universities attend to sport and fitness centers in their universities irregularly.

4.1.4. Type of University

As it is seen from the Table 2 that 275 (56.8 %) of the participants were from public university, and 209 (43.2 %) of the participants were from private university. The number of the participants from the public universities is higher than those from the private universities in this study (Figure 6).
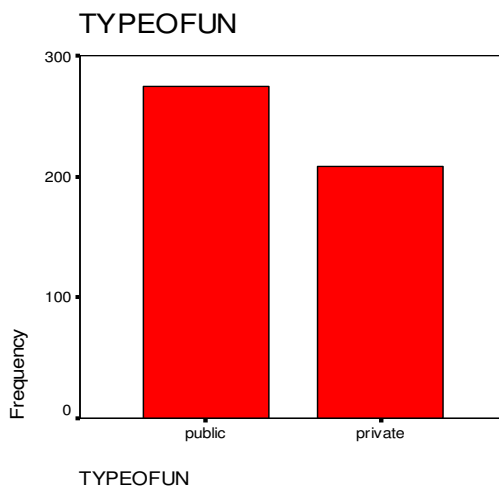
Figure 6. University Type of the Participants

4.1.5. Age

In Table 6 and the Figure 7, the frequency and percentage distribution; in Table 7, the mean and standard deviation of the participants according to age were displayed.

Table 6. Frequency and Percentage Distribution of the Participants' Age

Age	N	%	Cumulative
17.00	20	4.1	4.1
18.00	38	7.9	12.0
19.00	58	12.0	24.0
20.00	67	13.8	37.8
21.00	81	16.7	54.5
22.00	46	9.5	64.0
23.00	49	10.1	74.2
24.00	30	6.2	80.4
25.00	22	4.5	84.9
26.00	13	2.7	87.6
27.00	13	2.7	90.3
28.00	11	2.3	92.6
29.00	2	.4	93.0
30.00	10	2.1	95.0
31.00	4	.8	95.9
32.00	3	.6	96.5
33.00	2	.4	96.9
34.00	2	.4	97.3
35.00	2	.4	97.7
36.00	1	.2	97.9
38.00	1	.2	98.1
40.00	1	.2	98.3
41.00	1	.2	98.6
44.00	1	.2	98.8
46.00	2	.4	99.2
52.00	2	.4	99.6
58.00	1	.2	99.8
61.00	1	.2	100.0

Table 7. Mean and Standard Deviation of the Participants' Age

Mean	N	Minimum	Maximum	Sd
22.45	484	17.00	61.00	5.14

As shown from the Table 7 that; mean of the participants' age was 22.45 ± 5.14; and minimum age was 17 and maximum age was 61. According to distribution of' age participants can be gathered in three main groups. In the first and the most crowded age group, there are 411 persons between the 17 and 25 with the percentage of 85. Within this group the age of 21 had the most frequency with the 16.7 %; the second one was the age of 20 with the 13.8 %; and third one was the age of 19 with the 12.0 %. In the second age groups between 26 and 30 there are 41 persons with the percentage of 10. In the third and the least crowded group there are 26 persons with the percentage of 5.

AGE
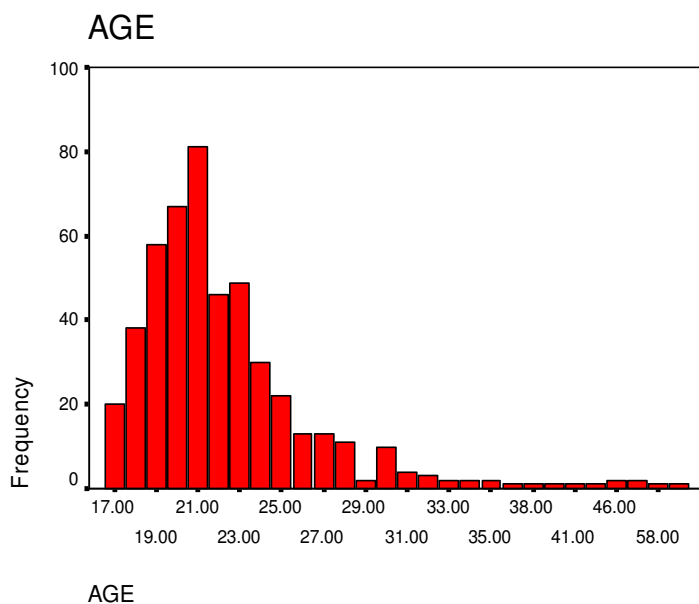
Figure 7. Distribution of the Participants' Age

4.2. Mean and Standard Deviation of Expected, Perceived and Service Quality Satisfaction Scores

At the end of this study it is expected that the participants who are attending to sport and fitness centers of universities will be highly satisfied from the provided service quality. To test this hypothesis expected and perceived scores of the participants were stored in computer by using the SPSS program. After this process, the mean of the expected and the perceived scores were computed separately (Table 8 & Table 9). And then, the total difference scores were obtained by subtracting perceived mean scores from expected mean scores of the participants. Finally, the means of difference scores (service quality satisfaction scores) at total and at staff, program, locker-room, and facility subscales were obtained (Table 10).

Table 8. Mean and Standard Deviation of Expected Service Quality Scores

	N	*Mean*	*Std. Deviation*
EXPMEAN	484	6.04	.71
ESTAMEAN	484	6.16	.78
EPRGMEAN	484	5.99	.93
ELCKMEAN	484	6.35	.85
EFACMEAN	484	5.87	.88

As it is seen from the Table 8, which represents the mean and standard deviation of the expected service quality scores and four subscales, that facility subscale had the lowest score (M=5.87 ± 0.88) among the other subscales. On the other hand, the locker-

room subscale had the highest score (M=6.35 ± 0.85). Also the descriptive results shown in table emphasized that the expectation from the staff (M=6.16 ± 0.78) and the program (M=5.99 ± 0.93) were the second and the third important factors for the participants. When the expected mean score of the participants is examined it was seen that participants had high expectation (M=6.04 ± 0.71) from their sport and fitness centers.

Table 9. Mean and Standard Deviation of Perceived Service Quality Scores

	N	Mean	Std. Deviation
PERCMEAN	484	5.26	1.03
PSTAMEAN	484	5.44	1.28
PPRGMEAN	484	5.06	1.24
PLCKMEAN	484	5.33	1.29
PFACMEAN	484	5.21	1.14

As shown in the Table 9, which represents the mean and standard deviation of the perceived service quality score and four subscales, the staff subscale which evaluated the participants' service quality from the staff gathered the highest mean score (M=5.44 ± 1.28) among the other subscales of perceived service quality. On the other hand, the program subscale reflected the lowest perceived service quality score (M=5.06 ± 1.24). As it is shown from table 5 the locker-room (M=5.33 ± 1.29), and the facility (M=5.21 ± 1.14) were the second and the third important factors according to the participants' perceived service quality scores. When the mean score of the participants' perceived service quality was examined from

the table 9, it is seen that mean of the perceived service quality score was at the average level (M=5.26 ± 1.03).

Table 10. Mean and Standard Deviation of Total Difference Scores (Service Quality Satisfaction)

	N	**Mean**	**Std. Deviation**
TOTDIFSC	484	-.77	.98
STADIFSC	484	-.70	1.23
PRGDIFSC	484	-.91	1.32
LCKDIFSC	484	-1.01	1.38
FACDIFSC	484	-.66	1.16

In Table 10, mean and standard deviation of the total difference scores (service quality satisfaction score) obtained by subtracting expected mean scores from perceived mean scores of the participants at total and staff, program, locker-room, and facility subscales were displayed. As it is shown from the table, all of the scores were in negative direction. The locker-room subscale (locker-room difference score) had the lowest (M=-1.01 ± 1.38) mean score. On the other hand, facility subscale (facility difference score) had the highest (M=-.66 ± 1.16) mean score. According to descriptive results, staff subscale (staff difference score) and program subscale (program difference score) were ranked as the third (M=-.70 ± 1.23) and the fourth subscales (M=-.91 ± 1.32) among four subscales in terms of participants' difference scores in service quality. As it is displayed in the table 10 that the mean score of total difference score (perception-expectation) was M=-.77 ± 0.98. These findings mainly show that participants' perceived

service quality scores were lower than their expectation scores, or expectation was higher than perception in terms of service quality.

4.3. Inferential Statistics Results (MANOVA Test)

In this part, the results of MANOVA (Multivariate Analysis of Variance) test which was conducted to investigate if the demographic profiles (gender, type of usage, type of university) pointed any significance difference among the participants in terms of service quality satisfaction scores (difference scores: perceived service quality minus expected service quality) at total and at staff, program, locker-room, and facility sub-scales.

4.3.1. Comparison of the Service Quality Satisfaction Scores According to Gender

Analysis of variance (ANOVA) test was conducted to examine whether there were significant differences between the participants in terms of their gender in service quality satisfaction scores (difference scores) at total, and at staff, program, locker-room, and facility sub-scales.

Multivariate Analysis of Variance test displayed that there were no significant differences between the females and males in terms of their service quality satisfaction scores at total, and at staff, program, locker-room and facility subscales [Wilks Lambda $(\Lambda)=0.977$, $F(4,459)=2.69$, $p>.01$].

Table 11. ANOVA Results for Service Quality Satisfaction Scores According to Gender

	female (n=194)		Male (n=290)				
	M	Sd	M	Sd	df	F	p
stadifscore	-.70	1.24	-.73	1.23	1-462	.27	.60
prodifscore	-.90	1.27	-.91	1.36	1-462	5.37	.02
locdifscore	-.97	1.42	-1.04	1.35	1-462	.22	.63
facdifscore	-.56	.99	-.72	1.26	1-462	.64	.42
totdifscore	-.72	.92	-.81	1.01	1-462	.12	.72

p<0.01

As shown in the Table 11, the ANOVA results revealed that participants' satisfaction scores did not showed any significant difference according to their gender; at total [F(1,462) = .126, p>.01], and at staff [F(1,462) = .271, p>.01], at program [F(1,462) = 5.372, p>.01], at locker-room [F(1,462) = .223, p>.01], and at facility subscale [F(1,462) = .649, p>.01].

4.3.2. Comparison of Service Quality Satisfaction Scores According to Type of Usage

Analysis of variance (ANOVA) test was conducted to examine whether there were significant differences between the participants in terms of their type of usage in service quality satisfaction scores (difference scores) at total, and at staff, program, locker-room, and facility sub-scales.

Table 12. ANOVA Results for Service Quality Satisfaction Scores According to Type of Usage

	regular (n=303)		irregular (n=181)				
	M	SD	M	SD	df	F	p
stadifscore	-.74	1.22	-.56	1.25	1-462	3.22	.07
prodifscore	-.99	1.28	-.77	1.38	1-462	.09	.75
locdifscore	-1.05	1.34	-.95	1.45	1-462	1.87	.17
facdifscore	-.72	1.16	-.55	1.16	1-462	1.31	.25
totdifscore	-.84	.95	-.66	1.01	1-462	2.22	.13

$p<0.01$

Multivariate Analysis of Variance test displayed that there were no significant differences between the regular and irregular users in terms of their service quality satisfaction scores at total, and at staff, program, locker-room and facility subscales [Wilks Lambda $(\Lambda)=0.990$, $F(4,459)=1.20$, $p>.01$].

As displayed in Table 12, The ANOVA results revealed that participants' satisfaction scores did not showed any significant difference according to their type of usage; at total [$F(1,462) = 2.220$, $p>.01$], and at staff [$F(1,462) = 3.225$, $p>.01$], at program [$F(1,462) = 0.098$, $p>.01$], at locker-room [$F(1,462) = 1.875$, $p>.01$], and at facility subscale [$F(1,462) = 1.316$, $p>.01$].

4.3.3. Comparison of Service Quality Satisfaction Scores According to Type of University

Analysis of variance (ANOVA) test was conducted to examine

whether there were significant differences between the participants in terms of their type of university in service quality satisfaction scores (difference scores) at total, and at staff, program, locker-room, and facility sub-scales.

Table 13. ANOVA Results for Service Quality Satisfaction Scores According to Type of University

	public (n=275)		private (n=209)				
	M	SD	M	SD	df	F	p
stadifscore	-.76	1.36	-.64	1.03	1-462	.41	.52
prodifscore	-.91	1.46	-.90	1.12	1-462	.02	.88
locdifscore	-1.13	1.44	-.86	1.28	1-462	3.00	.08
facdifscore	-.58	1.13	-.75	1.20	1-462	.19	.66
totdifscore	-.78	1.05	-.77	.87	1-462	.66	.41

p<0.01

Multivariate Analysis of Variance test displayed that there were no significant differences between the participants in public and private universities in terms of their service quality satisfaction scores at total, and staff, program, locker-room and facility subscales [Wilks Lambda (Λ)=0.993, $F_{(4,459)}$=0.85, p>.01].

As shown in the Table 13, The ANOVA results revealed that participants' satisfaction scores did not showed any significant difference according to their type of university; at total [$F_{(1,462)}$ = 0.661, p>.01], and at staff [$F_{(1,462)}$ = 0.415, p>.01], at program

[F(1,462) = 0.023, p>.01], at locker-room [F(1,462) = 3.001, p>.01], and at facility subscale [F(1,462) = 0.193, p>.01].

4.4. Pearson Product-Moment Correlation Coefficient Test Result

Investigation of the differences in service quality satisfaction scores of the groups in terms of their age was limited due to the imbalance distribution of the participants' age. For that reason, Pearson Correlation Coefficient test was applied to investigate relationship between the age and difference scores (service quality satisfaction scores) of the participants. As it is shown from the table 14, there was a positive but also low correlation between the age and difference scores (service quality satisfaction scores) of the participants (r=.026, p>.01).

Table 14. The Correlation Test Result for the age and the total difference scores

		AGE	TOTDIFSC
AGE	Pearson Correlation	1.000	.026
	Sig. (2-tailed)	.	.564
	N	484	484
TOTDIFSC	Pearson Correlation	.026	1.000
	Sig. (2-tailed)	.564	.
	N	484	484

4.5. Results Obtained from the Open-ended questions

The last part of the SQAS-T including two open-ended questions

was not included in this study. Since this section was empty in the majority of the participants' paper. Moreover, although a few participants filled this section, their responses were both unclear and irrelevant to include in the results part and evaluate in the discussion part of this study.

CHAPTER V

DISCUSSION

The purpose of this study was to determine the service quality among the sport and fitness centers of the universities. On this purpose this study was designed to measure and evaluate the service quality satisfaction scores (difference scores: perceived service quality minus expected service quality) of the students, academics and administrative staffs attending to sport and fitness centers in the public and the private universities in Turkey.

In this chapter, the findings of this study were discussed according to the related literature. Firstly, participants' demographic characteristics; secondly, distribution of the service quality satisfaction scores of the participants at expected, at perceived and at total difference level; thirdly, the comparisons of the groups in terms of their service quality satisfaction scores; and finally, relationship between the age and service quality satisfaction scores of the participants are discussed.

5.1. Demographic profiles of the participants

Results indicated that majority of the participants was male (59.9 %). Percentage of the female was 40.1 %. This shows that users of these centers are generally males, and females do not show interest as much as male. On the other hand, especially for

the last 15-20 years there has been a new and an increasing trend that women also started to attend to sport & fitness centers, and participate in outdoor activities such as walking, jogging, or playing tennis. This situation was also supported by Mullin et al. (2000). According to authors; the gender is as one of the individual factors that shape sport consumer involvement and commitment in the sport. Although historically women have been denied opportunities to participate in most sports that has changed considerably in the last three decades.

Results of this study also indicated that participants who are in the age group between 17 and 25 formed the most crowded group within the total distribution of the participants' age. This can be indicator of the fact that these centers are used mostly by younger group of people, and can be resulted from the fact that because of daily life conditions especially in the campus life in the universities, students have more time to attend to these centers when compared with the other group of people who are academics and administrative staffs in the universities. Since people in this age group generally concentrate just on their courses, and they almost may have not any anxiety about their life except for their school and courses. Moreover, they spend their time on activities they enjoy. Generally youths are more interested in doing or participating in sport or recreational events to be able to relax and refresh both physically and mentally or to feel themselves as a member of a social group by means of these kinds of activities. Moreover, as it was stated that especially for the last 10-20 years, sport and its lots of benefits to human life were started to gain importance all around world. People started to recognize the importance of sport and exercises as a therapy and refreshment

tool in their daily stressful life. According to Alexandris et al. (1999) there are multidimensional reasons and needs of the increase in the participation in a recreational sport and exercise. The authors explained that health & fitness, socialization, competition, intellectual participation and relaxing are the reasons and the needs for participation in sport. Nowadays, these characteristics of sport and exercise aroused the interest in doing exercise or participating in any kind sport among the people, but mostly among the young generation. This result is also supported by the descriptive results related to participants' status that ratio of the students (88.4 %) using sport and fitness centers more than total ratio of academics (7.4 %) and administrative staffs (4.1 %) among the universities. This demonstrates that younger age group, which includes mostly students and also probably research assistants between 17 and 25, and 25 and 30 age group, show interest to sport and fitness center more than other age groups.

According to descriptive results related with participants' type of usage more than sixty percent of people used sport and fitness centers in their universities regularly. This means they attended to sport and fitness centers more than two times per week in the last six months. When the descriptive results of this study are examined more detailed according to the distribution of the participants in terms of their type of usage; it is seen that students constitute the most crowded group in regular users among the other groups (regular user of academics and administrative staffs). This result demonstrates again that young group of people show more interest to sport and fitness centers in the universities, and at the same time they use these centers more regularly than academics and administrative staffs. Moreover, it is also seen that

percentage of males is higher than females in attending to sport and fitness centers regularly. On the other hand, in irregular usage, the percentage of males is also higher than percentage of females. It shows although males show interest to these centers more than females, and they use these centers more regularly, their usage frequency may show variation and be unstable when compared with females. This can be resulted from that females can show more stability in their job or anything they concern depending on the characteristics of their nature. For that reason, although their percentage is lower than males in regular usage, they also have a lower percentage than males in irregular usage. It is mainly seen that students' usage regularity is higher than other status group among the universities, and the customers of sport and fitness centers in the universities are generally students. According to participants' university type, participants who are in the public universities more regularly use sport and fitness centers those in the private universities. This can be related with differences both in usage and sport habits of the participants either in private or in public universities, and also characteristics and features of sport and fitness centers in these universities. Both personal and social differences of the participants and physical environment of the university can play role people's preferences. On the other hand, although percentage of the regular users of the participants is not so high, it can be seen as positive situation in terms of beginning when it is compared with irregular users. Since, as it was stated in the related literature when a person returns to receive the same service again, he or she can find an opportunity to compare and evaluate the service. He or she can compare the existing service with previous one depending on the time, quality and price. If the service quality provided by the sport and fitness centers in the

universities is increased, this ratio can also increase in the same direction. Since, as a result of positive experiences regular users can affect the other people, irregular users or people who do not use these centers.

Finally in Table 2 distribution of frequency and percentage of the participants according to their university type were displayed. It is seen from the results that percentage of the participants from the public universities is slightly higher than participants from the private universities. Especially in the last 10 or 15 years, public universities started to attach importance to events or service such as sport, health and culture beside the education service they provide for their students. They understood the importance of these kinds of services to be able to provide for their students with more quality education environment supported by social, cultural and sport activities and facilities in their campuses and to be able to compete with private universities. For that reasons, they built new facilities or improved and restored existing ones. They started to give the sport service in modern sport complex. So, this improvements increased the participation in the sport among the people attending to these universities. Sport became a part of daily life especially for the students. Moreover, people having knowledge about benefits of doing sport and exercise started to attend to these types of centers as far as possible in their daily life.

5.2. Expected, Perceived and Difference Scores of the Service Quality

According to results of the distribution of means scores of expected

service quality from the sport and fitness centers locker-room subscale had the highest expectation score (M=6.35 ± 0.85) among the other three subscales. This result shows that user of the sport and fitness centers in the universities give more importance to locker-room of the center that they use. Participants consider the characteristics of locker-rooms such as availability, overall maintenance, cleanliness, accessibility and safety more important than the other characteristics of sport and fitness center. It can be resulted from the fact that in the last years increasing in the number of sport and fitness centers gave opportunity to their customers to evaluate and compare the provided service with other ones. And this also created more conscious customer profile. Nowadays people give more importance to cleanliness, hygienic, and safety places than the past. This result was also supported by the study conducted by Kim & Kim (1995). According to the findings from this study cleanliness, security of personal goods, convenience access to the facility, preparedness of emergency and provision of safety education were found to be most desirable by the customers.

Unlike the locker-room, participants found the facility subscale as the least important among the other subscales. This shows participant do not have high expectation from their sport and fitness centers' facility and physical surrounding. This result is inconsistent with the literature. According to related literature modern and newly designed facility has positive impact on the sport consumption behavior of people (Dennis & Crompton, 2003). According to expectation scores, the other important subscales were staff and program among the four subscales for the participants. These findings mainly show that participants have

high expectation from the instructors working in these centers, and program or schedules provided for them. As it was stated for the locker-room subscale, conscious in consumption behavior of customer affected their expectation and satisfaction level. People prefer to work with trained or specialist staffs or instructors according to predetermined and suitable programs to their needs. Moreover, when the mean for expectation score at total was investigated it is shown that participants' expectation from the service quality is very high (M=6.04 ± .71). This is the indicator of the fact that almost all items were considered as the most important for the participants, and they wanted to receive the service from their sport and fitness centers in the high standards as far as possible.

When the mean of the perceived service quality scores of the participants is examined it was mainly seen that participants had average (M=5.26 ± 1.03) perception scores from the service quality. Moreover, the other subscales were also in average level in terms of participants' perceived service quality scores. The staff subscale had the highest mean score among the other subscales. Results indicated that the characteristics which are knowledge/skills, neatness & dress, willingness to help, patience, communication, responsiveness, courtesy, provision of individualized attention and consistency of service related to staff mostly satisfied participants' expectations. On the other hand, the program subscale had the lowest mean scores that means participants were not satisfied with the provided service quality in terms of program they received in these centers. This shows that while ability or capacity of the instructors working in the sport and fitness centers are perceived as satisfactory, their programs or

schedules are not seen as satisfactory. So, sport and fitness centers should present programs with more quality and in variety, and contact with their customers to determine their needs, wants, and also their level of capacity to do exercise. Then, according to obtained information, they should redesign their programs, and also follow the developments both in the literature and in the technology related with physical education, sports, and fitness. On the other hand, participants had perceived service quality related with the characteristics of the locker-room (availability, overall maintenance, cleanliness, accessibility and safety) and facility (location, operation hours, parking, accessibility, parking lot safety, temperature and lighting control, pleasantness of environment, modern-looking equipment, sings and directions) as average. That means features of locker-rooms and facilities were perceived as not poor but also not excellent by the users.

As it is shown from the results, participants' difference scores (service quality satisfactions scores) related to service quality were in negative direction. According to results, their expectations were higher than their perceptions among the sport and fitness centers of the universities. This mainly means participants did not find the service quality as they expected. Although this result does not fully support the main hypothesis in this study, and even the service quality satisfaction scores of the participants were negative, it can not be said that service quality provided in these centers is very low or bad. As it was stressed in the previous chapters quality is a relative concept and can vary from one to another. Everyone has different quality judgement (Chelladurai & Chang, 2000). The reason of the negative direction in the total difference score (perceived minus expected) can be resulted from naturally having

high expectations of the users. Depending on such factors which are education level, life style or attitudes of the participants toward sport can increase the expectations of people. In the related literature the similar result was found in the study of Chu Chun–on & Law Ka-sing (1999). According to the result of this study, the service quality as perceived by the users did not fulfill their expectations. It can be said that the most important thing to be taken into consideration should be level or ratio of the satisfaction rather than its negative direction depending on the difference scores of the participants in this study. In addition it can be seen from the results of subscales that dissatisfaction from the provided service quality was not so huge. As it was stated before quality is very relative concept. Everyone has different quality understanding. Evaluation of somebody about quality in the sport and fitness centers may not be same with another one. Somebody may perceive the facility and its locker-rooms as good, but somebody may not, or perception of somebody from the provided programs and staffs may be different from the others' perception. Especially, the frequency in usage of these centers and their opinion about these types of centers may important factors in this point. People having knowledge about which features should be in these centers, and having opportunity to compare these centers with the others may have higher expectation, and their perception or satisfaction level may not be same with other people. So, sport experience of people can affect their desires and perceptions.

5.3. Comparisons of Service Quality Satisfaction Scores among the Groups

According to the MANOVA test results service quality satisfaction scores of the groups at total, and at four subscales in terms of their gender, type of usage, and type of university, there were no significant differences among the groups. This result showed that demographic characteristics did not affect the service quality satisfaction level of the participants. When the related literature was investigated in terms of both theoretical and practical, it was seen that generally there were no consensus about the service quality and its measurements. As it was stated in the introduction and literature review parts of this study, especially, in the other service sectors (accommodation, hospital, bank, education, and library) history of these types of measurements extends to more past. Moreover, especially service quality measurements in sport sector there were very limited studies. Even though, there is this kind of handicap in the sport literature, some examples regarding specifically with service quality in sport and fitness center could be examined. For example, Laroche et al. (2003) aimed in their study to examine the influences of culture on the measurement of the service quality and satisfaction. They found the gender differences as insignificants among the groups. In another study, Kim & Kim (1995) also found the same result for both gender and type of sport center in their study. According to their results, men and women evaluated the sport and fitness centers' service quality basically the same. Moreover, private and public sport centers users' service quality satisfaction scores were also basically the same. Although these researchers' findings are consistent with this study, Afthinos et al. (2005) stated that significance differences of

desires existed between male and females, as well as between users of public and private sport centers. Based on these consistency and inconsistency in the literature it can be said that although these types of studies mainly aimed to measure service quality, their samples, methods, instruments and even statistical analysis showed differences. For example, in the study of Kim & Kim (1995), although as instrument QUESC consisting of similar items with SQAS was used, participants of this study were private sport and fitness centers of Korea, and their age group was in a broad range as different from this study' age group and sample. Moreover, in their study, Laroche et al. (2003) used an instrument called SERVPERF to measure satisfaction level of participants from three different countries. These two different studies indicated the same result that gender and different users have not any affect in service quality satisfaction level. On the other hand, in the study which was conducted by Afthinos et al. (2005), the QUESC instrument developed by Kim and Kim (1995) used, according to results significant differences were found between males and females and public and private users. The researchers suggested that certain demographic variables and patterns of use might affect sport centers' users' desire, and an information pocket should be applied in making marketing decision for improving sport center service delivery.

As it is seen from the results of this study which do not support the hypothesis, there is significant difference among the participants' total service quality satisfaction level according to their demographic profiles. It is also seen that in the related literature similar studies having specifically with same methods and procedures to measure service quality in sport setting do not exist.

For that reason it was difficult to fully compare the findings from this study with the other studies in the similar topics, and to make a definite judgment about the result.

5.4. The Correlation between the Age and the Service Quality Satisfaction

According to result from the correlation to investigate the relationship between the age and service quality satisfaction scores (difference scores), there were no significant relationship. Although the correlation coefficient score was positive, it was too low to mention such a strong relationship that the higher age, the higher service quality satisfaction score or the lower the age, the lower service quality satisfaction score. So, it can be said that there was no significant difference in satisfaction scores in terms of participants' age. This result does not support our findings from the relationship between age and service quality satisfaction scores. This can be resulted from the imbalance distribution of the participants' age. Since according to descriptive, results there were three age groups (17-25, 25-30, and 30-61) among the participants. However, the great portion of the participants was in the same age group between 17 and 25. This imbalance distribution could be a possible reason of the weak correlation between the age and service quality satisfaction scores of the participants. If the distribution of the participants' age was in a broader range in this study, the differences in service quality satisfaction scores of the participants might exist, and it could be possible to compare the different groups and make discussion about satisfaction level of these different participant groups.

CHAPTER VI

CONCLUSION & RECOMMENDATIONS

In this study, the determination of the service quality provided by sport and fitness centers of the universities was aimed. On this purpose, firstly, the service quality and related concepts were investigated in theory as detailed. Then, related literature from both different business or management sectors and sport sector was presented. Finally, to measure the service quality of the universities' sport and fitness centers application of the SQAS-T instrument was realized. According to results, participants' expectations were not fully met or satisfied by the real service they received. Results of this study also showed that individual differences did not have any impact on the service quality satisfaction level of the people.

As it was stated in the previous chapters, according to findings from this study and similar studies even the perception of people from the service quality is lower than their expectation; it is difficult to say that service quality provided in the sport and fitness centers is so bad or too low. Depending upon the result, it can be said these centers do not fully meet or satisfy their customers' expectations. As it was stated in the related literature part, perception of service quality is quite a controversial topic and can change from one to another. So far no consensus has been reached on how to conceptualize or operationalize this construct. Everyone has different understanding about meaning of quality, or has

different judgment about the quality and service quality concept. According to results from these types of measurements, we can only mention about satisfaction or dissatisfaction rather than poor or bad quality. So, organizations should consider the result in terms of not only its direction but also its level or degree indicating the satisfaction or dissatisfaction level of customers. Since every time expectation of people may be higher than their perception, and their satisfaction level may be in the negative direction. However, for the organizations the most important point should be to do their best to be able to provide their customers with quality of service as far as possible.

Moreover, sport organizations in this service sector should repeat these kinds of measurements in regular intervals to obtain their customers satisfaction level, complaints and thoughts. They should spend their time and allocate their budget for questionnaire and interviews. As it was stated by researchers consumers should not be seen as those people who just pay money for a product or service (Costa & Clinia, 2003). The word "to gain new customer more expensive than to gain existing one" should be main principle for sport and fitness centers managers, too. Moreover, customers should know "where they can complain" and should see "what is the result of this complaint", through which they can understand that they are considered important.

Another important point to be considered in the process of service quality is the facility and its characteristics. Sport and fitness centers should be built and designed to attract their customer and affect them to recommend these centers to another people. Physical environment, volume of internal wideness, used colors,

air-conditions and lighting systems are very important details. According to Harell et al., (1980) physical environment can affect the customer satisfaction regarding with service

Sport directors or managers working in sport service sector should also give importance to capacity and ability of their instructors or staff. Since instructors or staffs are direct contact with the customers. Customers are also affected by their level of knowledge, skills, communication, behavior and they can evaluate the sport and fitness centers according to these features of the personal.

Today, both in public and private universities sport services are given both to internal customers such as student, academic, administrative staff, and external customers such as graduate, retired people of these universities, and the other with the variety of programs. Although, they give mainly a public service especially for their internal users they give also service in charge (membership system) to internal customers but especially to external customers. For that reason, they are natural part of the competitive sport service environment. So, to be different, to compete, to provide better and to be preferred more than others they should obey the rules of competitive business, and they should do their best to improve the service quality they provide.

Recommendations for Future Researches

In the future, the large number of participant can be included in this kind of service quality measurement studies.

Also, the number of the universities can be enlarged by including at least one or two universities from the different geographical region of Turkey to be able to present the situation among the all universities.

In addition, by increasing the number of the open-ended questions, the participants should be given the chance or opportunity to express their ideas, thoughts, complaints or praises about the service they receive.

In the future, studies related not only with indoor sports service quality but also related with outdoor sport service quality can be realized by researchers.

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APPENDICES

APPENDIX 1
SERVICE QUALITY ASSESSMENT SCALE

Dear participant,

Purpose of this study is to determine how service quality provided among the universities' sport and fitness centers is perceived by students, academics and administrative staffs.

This questionnaire consists of three parts. In the first part, four question sentences related with individual information; in the second part, service quality assessment scale consisting of 4 dimensions and with 34 items; and in the third and last part, 2 open-ended questions take place.

For evaluation of the questionnaire in accurate way, your honest and complete answers given to items are very important. Information given will not be used in any other area expect for this study. We thank you in advance for your support by taking part in this study.

1st PART – INDIVIDUAL QUESTIONS:

1st PART – INDIVIDUAL QUESTIONS:

(Please fill in the blanks)

1. Sex: Female…   Male…

2. Age: …..

3. Status in the university:

   Student...   Academic..…   Administrative staff.…

4. Do you regularly (at least 2 times a week in the last 6 months) attend to sport and fitness center?

   Yes…   No…

2nd PART – EVALUATION FORM:

2nd PART – EVALUATION FORM:

In this part, you are requested to assess your sport and fitness center that you benefit by the SQAS which includes total four dimensions and thirty four items.

You are given the opportunity to grade *how important this one is for you* by the expected service on the left side, and *how did your sport centers do this one* by the perceived service on the right side. Please circle the points suitable to you from one (least important) to seven (most important) in expected service part, and from one (poor) to seven (excellent) in perceived service part in the questionnaire.

NA (Not applicable) means this item is not valid for this sport center.

	EXPECTED SERVICE How important is this for you?								PERCEIVED SERVICE How did your sport center do this?							
STAFF	Least important		Important			Most important			Poor		Average			Excellent		
1. Possession of required knowledge/skills	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
2. Neatness and dress	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
3. Willingness to help	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
4. Patience	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
5. Communication with members	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
6. Responsiveness to complaints	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
7. Courtesy	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
8. Provision of individualized attention by instructors.	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
9. Provision of consistency of service	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
PROGRAM	Least important		Important			Most important			Poor		Average			Excellent		
1. Variety of programs	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
2. Availability of programs at appropriate level	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
3. Convenience of program time/schedule	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
4. Quality/content of programs	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
5. Appropriateness of class size	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
6. Background music (if any)	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
7. Adequacy of space	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
LOCKER ROOM	Least important		Important			Most important			Poor		Average			Excellent		
1. Availability of lockers	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
2. Overall maintenance	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
3. Shower cleanliness	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
4. Accessibility	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
5. Safety	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
FACILITY	Least important		Important			Most important			Poor		Average			Excellent		
1. Convenience of location	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
2. Hours of operation	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
3. Availability of parking	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
4. Accessibility of building	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
5. Parking lot safety	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
6. Temperature control	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
7. Lighting control	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
8. Pleasantness of environment	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
9. Modern-looking equipment	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
10 Adequacy of sings and directions	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
11.Variety of equipment	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
12.Availability of workout facility/equipment	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA
13.Overall maintenance of equipment	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA

Things you like most in the sport and fitness center	....
Anything you dislike? Comments?	....

APPENDIX 2
HİZMET KALİTESİ DEĞERLENDİRME ÖLÇEĞİ

Değerli katılımcı,

Bu çalışmadaki amaç Türkiye'de, üniversitelerin spor ve fitness merkezlerinde sunulan hizmet kalitesinin öğrenciler, akademisyenler ve idari personel tarafından nasıl algılandığının belirlenmesidir.

Bu anket üç bölümden oluşmaktadır. Birinci bölümde, 4 kişisel soru cümlesi; ikinci bölümde, 4 boyut (personel, program, soyunma odaları ve tesis) ve 34 maddeden oluşan hizmet kalitesi değerlendirme ölçeği; üçüncü bölümde ise iki açık uçlu soru yer almaktadır.

Anketin doğru bir şekilde değerlendirilebilmesi için vereceğiniz dürüst ve eksiksiz yanıtlar çok önemlidir. Vereceğiniz bilgiler bu çalışma dışında herhangi bir yerde kullanılmayacaktır. Bu çalışmaya katılarak sağlamış olduğunuz katkı için şimdiden teşekkür ederiz.

1.BÖLÜM – KİŞİSEL SORULAR:

(*Lütfen aşağıdaki boşlukları eksiksiz doldurunuz*)

1. Cinsiyetiniz: Bayan ….   Erkek ….

2. *Yaşınız:*   ……

3. Üniversitedeki statünüz:
   Öğrenci …. Akademik personel …. İdari personel ….

4. Spor-fitness merkezini düzenli olarak (son 6 ay içinde haftada en az 2 defa) kullanıyor musunuz?
     Evet ….   Hayır ….

2. BÖLÜM - DEĞERLENDİRME FORMU:

Bu bölümde, yararlanmakta olduğunuz spor ve fitness merkezini toplam 4 boyut (personel, program, soyunma odaları ve tesis) ve 34 maddeden oluşan ifadeler ile değerlendirmeniz istenmektedir.

Formun sol tarafındaki beklenen hizmet ile sizin için o maddenin ne kadar önemli olduğunu, sağ tarafındaki algılanan hizmet ile de spor merkezinizin bunun ne kadarını yaptığını puanlamanıza olanak verilmiştir. Lütfen her maddenin karşısındaki puanlamadan sizin için uygun olanı, beklenen hizmet bölümünde 1'den (az önemliden) 7'ye (çok önemliye); algılanan hizmet bölümünde de 1'den (zayıftan) 7'ye (çok iyiye) kadar işaretleyiniz.

GD (geçerli değil) seçeneği bu ifadenin bu merkez için geçerli olmadığını belirtmektedir.

	BEKLENEN HİZMET Bu sizin için nerece önemli?									ALGILANAN HİZMET Spor merkeziniz bunu ne derece yerine getirdi?								
PERSONEL	AZ ÖNEMLİ		ÖNEMLİ			ÇOK ÖNEMLİ				ZAYIF			ORTA		ÇOK İYİ			
1. Gerekli bilgi ve becerilere sahip olmak	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
2. Temizlik ve kıyafet	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
3. Yardım etmeye istekli olmak	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
4. Sabır	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
5. Üyelerle iletişim	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
6. Şikayetlere cevap verme	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
7. Nezaket	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
8. Eğitmenlerin müşterilere bireysel ilgi göstermesi	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
9. Sunulan hizmette tutarlı olmak	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
PROGRAM	AZ ÖNEMLİ		ÖNEMLİ			ÇOK ÖNEMLİ				ZAYIF			ORTA		ÇOK İYİ			
1. Programların çeşitliliği	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
2. Uygun seviyede programların varlığı	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
3. Program zamanının uygunluğu	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
4. Programların kalitesi ve içeriği	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
5. Sınıf mevcudunun uygunluğu	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
6. Arka plan müziği (eğer var ise)	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
7. Alan yeterliliği	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
SOYUNMA ODALARI	AZ ÖNEMLİ		ÖNEMLİ			ÇOK ÖNEMLİ				ZAYIF			ORTA		ÇOK İYİ			
1. Soyunma dolaplarının varlığı	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
2. Genel Bakım	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
3. Duşların temizliği	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
4. Soyunma odalarına ulaşım	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
5. Güvenlik	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
TESİS	AZ ÖNEMLİ		ÖNEMLİ			ÇOK ÖNEMLİ				ZAYIF			ORTA		ÇOK İYİ			
1. Yerleşim uygunluğu	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
2. Çalışma saatleri	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
3. Park olanakları	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
4. Binaya giriş	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
5. Park alanının uygunluğu	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
6. Isı kontrolü	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
7. Aydınlatma kontrolü	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
8. Çevrenin hoşluğu	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
9. Araç-gerecin modernliği	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
10. İşaret ve yönlendirmenin yeterliliği	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
11. Araç-gereç çeşitliliği	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
12. Antrenman araç-gereçlerin varlığı	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
13. Araç-gereçlerin genel bakımı	1	2	3	4	5	6	7	GD		1	2	3	4	5	6	7	GD
Spor ve fitness merkezinde en çok beğendikleriniz?	....																	
Beğenmedikleriniz? Açıklamalar?	....																	