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스포츠 매니지먼트 석사 학위논문

**Athletes' Perceptions of Service Quality of
Mega Sport Event:
The Case of the Incheon 2014 Asian Games**

메가이벤트 서비스 품질에 대한 선수들의 인식:
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Abstract

Athletes' perceptions of service quality of mega sport event: the case of the Incheon 2014 Asian Games

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As an indicator of customer satisfaction and success of the organization service quality is gaining tremendous attention among scholars. Although research on service quality perceptions and satisfaction can be found within sport industry context, there is limited literature on perceptions of service quality at the mega sport event from athletes' perspective. Identifying the determinants of athletes' satisfaction with the experience of mega sport event provide insight into the needs of athletes which subsequently might be used to enhance service quality.

Therefore, the purpose of the study was to gain better understanding of the factors that determine athletes' perceptions of service quality at the mega sport

event. Our specific attention was focused on the effect of service quality factors, such as competition quality, augmented service quality, interaction quality, outcome quality and physical environment quality, on satisfaction and Incheon city destination image.

A quantitative research design was chosen to conduct our study. By means of survey questionnaire data were collected from 213 athletes represented Uzbekistan at the Incheon 2014 Asian Games. The questionnaire consists of 60 items measures service quality perceptions, satisfaction and destination image. The data were analyzed using multiple regression analyses.

The study provides an analysis of the factors athletes use when evaluating service quality provided at the mega sport event which might be useful for the future research. The study revealed that competition and outcome quality positively influenced athletes' satisfaction with mega sport event. Likewise, physical environment quality significantly affected Incheon city image. Results suggest that there is need to enhance both tangible and intangible factors to increase level of satisfaction among athletes.

Keywords: service quality perceptions, satisfaction, mega sport event, athletes

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I. Introduction

1. Background

Service quality has been a growing concern in the marketing research since 1980s, but substantial attention within sport industry has arisen recently (Tsitskari, Tsiotras, & Tsiotras, 2006). The significance of service quality concept was emphasized by numerous scholars and experts (Alexandris, Dimitriadis, & Kasiara, 2001; Chelladurai & Chang, 2000; Howat, Murray, & Crilley, 1999; Kelley & Turley, 2001). The emergence of interest among researchers in service quality is explained by its influence on customer satisfaction and connection with perceptions. Service quality perception is the overall assessment of a service by the customers. It has always been meaningful for the success of organization.

An organizing committee of the major sport event provides to its clients a spectrum of services. From a managerial perspective, the experience of athletes as clients of the mega sport event is of a great importance as they are producers and consumers of service at the same time. Athletes are "essential human resources involved in the production of the entertainment" (Chelladurai & Riemer, 1997). The athletes are the essential group to achieve the goal of the organizing committee through producing and delivering the sport competitions of the mega event to other stakeholders involved (MacIntosh & Nicol, 2012). How

stakeholders perceive the organizing committee and its event becomes the measurement for determining the event's success.

The success of a major sport event is an important outcome for both the organizing committee and the destination where the event is hosted. Event success is a component of organizational effectiveness (Chelladurai, 1987). It is important for the organization to know what the customers are thinking about their service. Organization need to get customers' evaluation on their experience and to identify which factors affect service quality perceptions to avoid any failures in future and to improve service provided. At the same time it is an assessment of the work implemented by the Organizing Committee of the mega-event.

2. Problem statement

The study of service quality perceptions are primarily conducted for fitness service, leisure and recreational services, private sport centers, sport camps (Chelladurai, Scott, & Haywood-Farmer, 1987; Howat, Absher, Crilley, & Milne, 1996; Kim & Kim, 1995; MacKay & Crompton, 1988; McDonald, Sutton, & Milne, 1995; Shilbury, 1994).

However, relatively few studies were executed in the context of the sport event, specifically mega sport event. Most of researches are focused on spectators,

fans, tourist, volunteers, media representatives, but limited research was done from athletes' perspective (MacIntosh & Nicol, 2012).

3. Purpose of study

Considering the importance of service quality perceptions for customers, the purpose of the study is to gain a better understanding of the factors that determine athletes' perceptions of service quality at the sport mega-event.

4. Research questions

In order to fulfill the purpose of the present study the following questions are required to answer:

1. How do service quality factors influence the athletes' satisfaction with the Incheon 2014 Asian Games?
2. What is the relationship between athletes' perception of service quality and Incheon city image?

5. Significance of study

The significance of the present study is explained by the lack of research on the topic we chosen. Therefore, the results of the research provide some

interesting and useful knowledge for further investigations. It is a sort of platform for the theoretical implications. This study presents the results of the relationship between specific variables which wasn't used before. Moreover, this study is attempt to apply the scales from the previous research to identify which factors are more valuable for athletes as determinants of satisfaction with mega sport event.

5. Methodology

To conduct a research we have chosen a quantitative research method. This study is employing a survey design methodology to collect data from athletes on their perceptions of service quality of the Incheon 2014 Asian Games. The convenience sampling was used to collect necessary data.

Participants of the study are the athletes, represented Uzbekistan at the 17th Asian Games, held in Incheon, South Korea, from September 19th to October 4th, 2014. To answer the research questions the questionnaire was derived from the previous studies (Kim, Kang, & Kim, 2014; Ko, Zhanng, & Cattani, 2011), modified and applied to our case.

A total of sixty items were used to measure athletes' perceptions of service quality at the Incheon 2014 Asian Games, Incheon city destination image and

overall satisfaction with the Asian Games.

SPSS 20.0 was used to analyze the data collected. To identify relationship between service quality factors and satisfaction, as well as service quality factors and Incheon city multiple regression analyses were performed.

6. Overview of the thesis content

Thesis consists of five chapters. Chapter one presents introduction. The following chapter two comprised overview of the existed literature on the issues related to the present topic. Chapter three represents methodology used for the investigation of the topic chosen for our research. Results of our study are represented in the chapter four. Discussions alongside with limitations, recommendations for future research and conclusion are included in the chapter five. The last two chapters are reference list and appendix with the survey used for the study.

II. Literature Review

1. Service quality

A large number of studies was conducted on service quality by marketing researchers over the past thirty years. Service quality received a great attention as it is an indicator of the organization's success. As service quality was investigated through long period of time and various definitions exist. Bitner and Hubbert (1994) defined service quality as "the consumer's overall impression of the relative inferiority/superiority of the organization and its services".

Parasuraman, Zeithaml and Berry (1990) emphasized that service quality is an evaluation that reflects customer's point of view of the experience received through service encounter. In other words, perceived service quality is an assessment from the customer's perspective.

Gronroos (1984) defines service quality as "the outcome of an evaluation process where the consumer compares his expectations with the service he perceived he has received". Lovelock and Wirtz (2007) supported this idea, defined service quality perceptions a measurement of relevant aspects by customer to compare expectations with the outcome of service delivery. Perceived service quality is a customer's judgment of the overall service.

Rowley (1998) described perceived quality as a form of attitude towards the result obtained from specific service. Parasurman, Zeithmal and Berry (1990) stated that understanding of customer's expectations is significant for delivering of satisfying services. The level of service quality perceptions depend on the customer's comparison between his or her expectations of the service and the perceptions of the result received (Parasuraman, Zeithmal, & Berry, 1988; Zeithaml Berry, & Parasuraman, 1993). Therefore, these expectations and comparisons refer to a number of key dimensions, which customers use for assessing the service quality.

The dimensions may vary based on theoretical assumptions of researchers and settings. However, the most popular framework used in marketing literature is the SERVQUAL instrument developed by Parasuraman et al. (1985). Initially it comprised ten dimensions (tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding the customer and access), but later it was reduced to five (Parasuraman et al., 1988). These five dimensions are tangibles, reliability, responsiveness, assurance and empathy. Tangibles refer to the physical environment with physical facilities, personnel, and equipment and communication materials. Reliability considers the ability to provide service accurately. Responsiveness refers to the willingness to help

customers and to provide prompt services. Assurance is about knowledge and courtesy of employees and their ability to convey trust and confidence of customers. Empathy refers to the provision of caring, individualized attention to customers.

The SERVQUAL scale consisted of two parts. First are 22 statements to identify overall expectations of customers about service. Second part with 22 statements is designed to evaluate customer's perceptions of service quality.

Gronroos (1984) proposed technical and functional quality components of the service. The technical quality focuses on the main service customer received. In other words, what the customers receives. For instance, within sport context it's implied to the quality of sport competition visitors attend. The functional quality is about how the consumers receive the service. It refers to the means of service delivery, including infrastructure, operating time, personnel attitude, etc. Within sport this component involves stadium, personnel work at the venue, parking, cheerleaders and other ancillary services. It should be noted that sport markets pay attention more to functional component rather than technical.

Brady and Cronin (2001) proposed a concept of service quality perceptions with three dimensions: interaction quality, environmental quality and outcome quality. Moreover, each of the abovementioned dimensions have

subdimensions, defined the framework of service quality perceptions. According to Brady et al. (2001) Customers accumulate their assessment of the subdimensions to generate their perceptions of an organization's execution on each of the three dimensions. Subsequently, those perceptions lead to an overall service quality perceptions. Three factors, employee's attitude, behavior, and expertise, constitute the interaction quality dimension. The environment quality is shaped by customer's perceptions of the ambient conditions, facility design and social conditions of the physical environment. Outcome quality focuses on what customer is left after the service is rendered. Subdimensions of outcome quality are waiting time, tangibles and valence.

2. Service quality within sport context

To measure service quality within sport context researchers have developed various frameworks. Depending on the settings, dimensions of service quality may be different. In sport industry services are differentiated by two types, spectator and participant sport services.

Spectator sport services provided to the attendees of sport competitions and events, including professional basketball events, football match, golf tournament, whereas participant sport service with fitness clubs as example, refer

to a sport experience resulted in physical and mental benefits for participants (Ko and Pastore, 2004). Different researches provide insight into the specific factors shaped customers perceptions of service quality and show relationship with satisfaction.

Based on SERVEQUAL model McDonald, Sutton, and Milbe (1995) developed TEAMQUAL scale to measure perceptions of professional basketball fans. He developed the TEAMQUAL scale consisting of 39-items to measure five dimensions of service quality in professional team sports, which were based on the idea that quality judgments are based on the gap between customer expectations and customer perceptions.

Another study of sport fans' perceptions of service quality and satisfaction (Kelley & Turley, 1999) found nine following factors: employees, price, facility access, concessions, fan comfort, game experience, show time, convenience and smoking.

SPORTSERV instrument, developed by Theodorakis and Kampitsis (1998), aimed to evaluate spectators' perceptions of service quality in professional sport. Five dimensions included overall 22 items: access (parking being available outside the stadium), reliability (team delivering its services), responsiveness (the team's personnel providing prompt service), tangibles (the stadium) and security

(feeling safe inside the stadium).

Kim, LaVetter, and Lee (2006) investigated the impact of five dimensions on the spectators' satisfaction attended professional basketball league in Korea. The result revealed that out of five two dimensions, reliability and assurance are the main predictors of the customers' satisfaction.

The interesting results were found by Wakefield, Blodgett, and Sloan (1996). Authors investigated the following attributes: parking, facility aesthetics, scoreboard configurations and perceived crowding, stadium signage, space allocation, seating comfort and layout accessibility. They revealed that one of the most important factors influencing spectators' satisfaction with the sportscape was the feeling of crowd at the stadium, particularly the availability of the access and space at the venue.

Study of Kelley and Turley (2001) examined the factors sports fans considered to evaluate service they experienced at the basketball games. According to the exploratory factor analysis nine dimensions were identified: employees, facility access, price, showtime, concessions, game experience, fan comfort, convenience and smoking. In regard to the mean importance value, the quality of the game and outcome were the key determinants of the service quality.

Theodorakis, Kambitis, Laios, and Koustelios (2001) determined that

tangible aspects of service quality are an important predictor of customer satisfaction. Greenwell, Fink, and Pastore (2002a) investigated the relationship between customer's perceptions of a sport facility and customer satisfaction.

Ko and Pastore (2004) developed a special model with four dimensions to evaluate service quality in the recreation industry including program quality, interaction quality, outcome quality and physical environment quality. Program quality measures perceptions of the excellence of the program. Interaction quality represents the way by means of service is delivered as well as the attitudes of the employees of the service provider as well as other customers. Outcome quality refers to the result consumer gains from the service. Physical facilities are comprised physical environment.

Kim, Kim, Lee, Lawrence, and Huang (2013) explored the service quality perceptions of the media representative at the 2011 International Amateur Athletic Federation (IAAF) World Championship. The results suggested that the following factors contribute to perceived service quality and satisfaction: transportation, news press, convenience store, promotions, volunteers and technology service.

MacIntosh and Nicol (2012) examined experience of the athletes during the XIX Commonwealth Games in Delhi (India), particularly factors that shaped their perceptions about mega sport event. Special multi-dimension scale was

developed to evaluate athletes' opinions. Overall, scholars identified eight factors were the most influential on the athletes. These factors included: transportation, security, medical rooms, sport venues, ancillary, communication and ceremonies.

3. Customer satisfaction with sport event

Service quality is a significant predictor of customer satisfaction (Cronin and Taylor, 1992). Based on the literature review and conclusions of the scholars, there is no universal definition of customer satisfaction. For instance, Olivier (1997) defined "satisfaction is a judgment that a product or service feature, or the product or service itself, provided a pleasurable level of consumption-related fulfillment, including levels of under or over-fulfillment".

Other scholars determine satisfaction is a certain feeling and emotion resulted from the service assessment (Kotler and Keller, 2009). Chelladurai and Riemer (1997) provide the following explanation to the athlete's satisfaction: "a positive affective state resulting from a complex evaluation of the structures, processes, and outcomes associated with the athletic experience".

Nevertheless, there is one main point exists, generalized the idea of satisfaction. Determination of the factors, which affect customer's satisfaction, are main attribute. Knowledge on how satisfaction is formed is valuable for managers

(Taylor and Baker, 1994).

The main aim of the organization, produced services is to reach customer's satisfaction (Cronin and Taylor, 1992). Yoshida and James (2010) suggested that customer satisfaction is a customer's pleasing replication to the entertainment and services provided at a sport event. Scholars examine which factors influence customer's satisfaction and how they are interrelated with each other. It should be noted that determinants are different in various settings.

Some studies consider the determinants of the satisfaction on the assumption of perceptions of core product and ancillary services (Greenwell et al., 2002; Tsuji et al., 2007). In regard to the core product researchers determined the following predictors of the game satisfaction: outcome, teams and games characteristics and enjoyment (Madrigal, 1995; Greenwell et al., 2002; Brady et al., 2006).

Other scholars (Brady, Voorhees, Cronin, & Bourdeau, 2006) stated that valence more affected customers' satisfaction than functional and service environment quality. They suggested that sport fans' satisfaction depends significantly on the outcome of the game rather than perceptions of the stadium or interaction with personnel. Nevertheless the quality of service provided to the customers, fans or general spectators, they will perceive service according to the

outcome of the competition, win or loss. Findings draw attention on the importance of valence as a significant factor effecting the satisfaction.

The results of Tsuji, Benett, and Zhang (2007) showed that the quality of core product has more impact on satisfaction rather than peripheral service quality. Data were collected during the action sport event.

With reference to peripheral services, attention of the scholars is focused on the service environment with accessibility, signs and venue layout and employees of the venue (Greenwell et al., 2002; Tsuji et al., 2007).

Some scholars point out point out the significance of the ancillary services. For example, Wakefield and Blodgett (1996) revealed that perceptions of the physical environment (venue accessibility, equipment, cleanliness and comfort) are the most influential factors for customer's satisfaction within leisure service.

The findings of Kim et al. (2014) are similar to some point to those discussed above. Authors suggest there are three types of satisfaction within sport event context: game satisfaction, service satisfaction, and combination of game and service satisfaction.

After investigating game and service satisfaction, Yoshida and James (2010) came to a conclusion that game quality has more impact on satisfaction

rather than service quality. The study was conducted in two countries, Japan and the US. Based on the results collected from spectators, attended professional baseball game in Japan and those who watched college football games in the United States, authors found that staff and access to the facility had significant impact on spectator's satisfaction. The results suggest that customer satisfaction within sport event to some extent depends on the employees' attitude and demeanor. At the same time importance of the game atmosphere was emphasized as well. Game atmosphere is considered as excitement rose from the core product. Some research on satisfaction based on the outcome of sport experience, which is considered as predictor of the satisfaction (Kim et al., 2014). In this case, outcome is categorized as an element of game satisfaction. Specifically, uncertainty of the game outcome plays significant role for spectators' satisfaction. Thus, level of satisfaction depends on the performance and team players skills, level of excellence of both teams as well.

Counterfactual thinking is also considered by some scholars as a factor affected satisfaction (Medvec, Madey and Gilovich, 1995). For instance, for spectators the win or loss of the team will influence their experience with the game they watch. As for athlete performing at the competition within Olympic Games the example will be winning of bronze or silver medal. Silver medalist

will be less satisfied than bronze medalist even though his or her result is better. Athlete will think that lost the chance to win a gold medal, whereas bronze medalist will think that won something at least.

The great challenge for experts in sport marketing is to manager the core and ancillary product to satisfy customers, because the result of core product is uncertain and outside of the manager's controls (Milne and McDonald, 1999).

4. Destination image

Various studies in sport tourism and marketing found the benefits that international sport events can result from economical to sociological. Specifically, sport event can contribute to enhance destination image by promoting opportunities for tourists (Chalip, Green, & Hill, 2003). Most of the research mostly focused on the role of destination image in tourist's decision-making (Moon, Ko, Connaughton, and Lee, 2013).

Hosting mega sport event is considered as a tool to increase visitor's awareness and to enhance the image of the host city (Florek, Breitbarth and Conejo, 2013; Chalip et al., 2003; Jago, Chalip, Brown, Mules, & Shameem., 2003; McCartney, 2005; Lee & Taylor, 2005). Another potential benefit is an improvement of host country image (Echtner & Ritchie, 1991; Kim & Morrison,

2005; Lee, Lee, & Lee, 2005).

Lee et al. (2005) defined destination image as “an individual’s mental representation of knowledge (beliefs), feelings, and overall perception of a particular destination”. Following Fakeye and Crompton (1991) destination image represents general impression or perceptions of a destination assessed by an individual. In other words, destination image is an overall perception of the place where the event is held.

According to Kim and Morrison (2005) numerous studies on destination image revealed that the differences in destination image perceptions appear between pre-visitors and post-visitors, between first-time and repeat visitors, before and after trips, before and after internationally significant events. However, the differences in perceptions are explained by components that form the destination image, of affective, cognitive and conative components. Cognitive components refer to the awareness and association with an object. Emotional components are related to feelings and emotions whereas behavioral to demeanor towards an object.

Researchers identified relationship between the image of sport event and destination (Kaplanidou and Vogt, 2007; Lee et al., 2005; Xing & Chalip, 2006). The effect of the mega sport event on destination image depends on the link and

reconcilability of features of these two variables (Chalip & McGuirly, 2004). Therefore, sport mega event and its attributes can influence the destination image. Lee et al., (2005) determined that hosting World Cup 2002 in South Korea positively impacted on tourist's perceptions of the country who were very satisfied with experience in Korea and were willing to recommend South Korea to other people.

In spite of increasing importance of mega sport event within tourism industry, limited studies conducted on event service quality. Scholars suggest that consumers' service quality perception is positively related with the destination image and play a significant role in promoting positive destination image (Kaplanidou et al., 2007; Moon et al., 2011). Service quality of the sport event is a determinant of a destination image.

Kaplanidou et al. (2007) conducted their research at the amateur bicycling event, where participants' perceptions of the event were identified to be influential on the destination image's perceptions.

Zabkar et al. (2010) identified that factors of perceived quality such as accommodation, friendliness of the local people, cleanliness of the facilities positively relates to satisfaction.

Moon et al. (2011) proposed a model that considers event quality with

intangible and tangible factors and a destination image with cognitive, affective and conative image. Based on the results obtained from the spectators and tourists at the international bicycling race in South Korea, scholars proved that that a consumer's perception of event quality is a predictor of the destination image.

Jin, Lee, and Lee (2013) suggest that enhancing tourists' perceptions of sport event quality should be the main goal of the event management as it is very significant to a destination image. Conducted research among tourists at the IAAF World Championship in Daegu in 2011, authors revealed that managers should exceed expectations of the visitors with specific attention to the game quality, interactions, outcome and environmental quality. Study also emphasized the importance of security and cleanliness of the facility. To make an international sport event successful, organizers have to develop a positive service quality perception.

Findings from Florek, Breitbarth, and Conejo (2008) reported the positive changes the football fans from New Zealand made about Germany after they attended the 2006 FIFA World Cup. Respondents indicated several factors influenced their decision on image improvement. List of factors included the atmosphere in and around the stadium, friendliness and hospitality of the people, excitement during the matches and safety.

III. Methodology

1. Research design

Three major methods generally used to conduct research are qualitative, quantitative and mixed research. All three are of great importance and have significant value. Every research method is aiming to achieve the purpose of the study with a different approach. For the present study on athletes' perceptions of service quality at the mega sport event we have chosen quantitative research method.

Quantitative research is a process relied on numerical data, used to obtain relevant information and knowledge to answer research questions (Hopkins, 2000). One of the aims of the quantitative research is to identify relationships between a defined set of variables, dependent and independent, by means of statistical methods to assess the importance of the correlation.

Quantitative research has its own techniques and tools to collect data. In our study we employed survey design methodology to collect data from the target sample. Survey is considered as a best practice and tool to get information from the specific sample. Survey can be conducted via email or phone, or in the appropriate settings. Surveys involve a large number of participants to make the findings statistically significant and reliable. Generally, questionnaire with

multiple choice questions or statement is used as an instrument for collecting and analyzing the data (Robson, 1993).

Questionnaires allow more truthful responses by offering a sense of anonymity (Salkind, 2000). This study employed survey research method because of its flexibility and ability to collect a broad scope of information from a relatively large population of mega sport event.

2. Sample

Two fundamental approaches of sampling, probability and nonprobability, are implied in research study. In probability samples, each member of the population has a known non-zero probability of being selected. With nonprobability sampling, members of the study are selected on the basis of their availability in nonrandom manner.

According to Babbie (2001) convenience sampling is the most commonly used form of non-probability sampling. In this case research target group is selected for the purpose of the study if it meets certain criteria, including geographical proximity, availability and easy accessibility. In other words, convenience sampling method can be applied when appropriate participants are available to participate in the research study. Scholars and experts prefer this

sampling technique because it is fast, inexpensive, easy and the subjects are reachable.

Taking into account the possibility directly access the target sample and communicate with participants, possibility to obtain the additional information on participants, convenience sampling was used for the present research.

Sample consisted of athletes represented Uzbekistan at the 17th Asian Games held in Incheon (South Korea) from September 19 to October 4. Overall, 213 athletes responded the questionnaire were distributed to them.

3. Instrument

The design of a questionnaire for collecting data to answer the research questions of the present study were derived and modified based on the literature review from previous studies (Kim, Kang, & Kim, 2014; Ko, Zhang, Cattania, & Pastore, 2011;). The questionnaire comprised a total of sixty items designed to measure athletes' perceptions of service quality at the Incheon 2014 Asian Games, Incheon city destination image and overall satisfaction with the Asian Games.

A scale proposed by Ko et al. (2011) was used to measure service quality perceptions. This scale was validated and identified to be reliable in assessing service quality perceptions in major spectator services.

Thirty seven items were employed to measure service quality perceptions. Particularly, eight items were used to measure “Competition quality” (e.g. Information about the sport competitions is easy to obtain); five items were used to measure “Augmented service quality” (e.g. The dining hall provides high-quality food); seven items were used to measure “Interaction quality” (e.g. I can count on the staff at this event to be friendly); five items were used to measure “Outcome quality” (e.g. I feel good about what I got from the Asian Games) and twelve items were used to measure “Physical environment quality” (e.g. The facilities are clean and well maintained).

Following Kim et al. (2014) we measured Incheon city destination image with a total of fourteen items. The following six factors were assessed: urban with two items (e.g. Incheon has modern streets and buildings); nature with two items (e.g. Incheon has many opportunities to enjoy nature); culture with three items (e.g. Incheon has a rich cultural heritage); safety with two items (e.g. Incheon is safe to travel); climate with two items (e.g. Incheon is a place to enjoy good weather) and convenience with three items (e.g. Incheon’s hotels and transportation is well-developed).

Finally, three items were used to measure overall satisfaction with the Asian Games (e.g. Overall I’m satisfied with my experience at the Incheon 2014

Asian Games).

Questions on demographic information included as follows: age, sport, performance result, previous experience of the Asian Games, experience of participation in the international competitions.

Faculty members reviewed the questionnaire to ensure scale validity. With suggestions received the relevant changes were done subsequently.

The instrument was translated from English into Russian and Uzbek languages. Once the questionnaire was translated into Russian and Uzbek, the back-translation into English was accomplished. The aim of the back-translation process is to identify any discrepancy to be emerged and influenced by the translation process as suggested by Bracken and Barona (1991).

Respondents were asked to rate the level of agreement or disagreement with the statement on a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

4. Data collection

Data were collected from the athletes from Uzbekistan during the Incheon 2014 Asian Games. The Asian Games are the multi-sport event held by since 1951. Every four years this mega sport event brings together thousands of athletes

from 45 Asian countries, members of the Olympic Council of Asia. The Asian Games follow the sports program of the summer Olympic Games as well as feature other non-Olympic sports, which reflect sporting culture of the countries-participants. The program of the Incheon 2014 Asian Games featured 36 sports. In total, 9 501 athletes took part in the Asian Games¹.

Questionnaires were distributed directly to the athletes. Following the departure schedule athletes were asked to complete questionnaire one day before going back to Uzbekistan. Questionnaires were distributed to 213 respondents. The same number was received back.

5. Data analysis

The data collected from the athletes were analyzed using SPSS 20.0 (Statistical Package for Social Science). SPSS is a commonly used quantitative analysis software program.

First of all, reliability analyses, Cronbach's alpha, tested the internal consistency of the dimensions for service quality perceptions, Incheon city destination image and overall satisfaction.

Multiple regression analyses were used to investigate the impact of service quality perceptions on satisfaction. Likewise, relationship between service quality

¹ Retrieved from <http://ocasia.org/Game/GameParticular.aspx?VKZk7uGbk/C5ikIBubFL4g==>

perceptions and destination image was analyzed running the multiple regression analysis.

IV. Results

1. Descriptive statistics

A total of 213 samples collected from the respondents have been used for the study. From the overall number of athletes that have participated in the survey and responded back 51.2% (n=109) were male, and 48.8% (n=104) were female. Athletes performed in 21 sports. Table 1 showed the participants number distribution by sports. 24.9% won medals.

32.9% (n=70) respondents attended previous Asian Games, including Busan 2002 (South Korea), Doha 2006 (Qatar) and Guangzhou 2010 (China). 88.3% (n=188) visited Incheon city for the first time. 74.6% (n=159) of participants had opportunity to spend time in Incheon outside of the Athletes' village and competitions venue at least once.

Table 1. Number of participants by sports

	Sport	Number	Percent
1	Archery	8	3,8
2	Athletics	24	11,3
3	Boxing	12	5,6
4	Canoe and kayak	17	8
5	Cycling	7	3,3
6	Fencing	5	2,3
7	Football	10	4,7
8	Handball	16	7,5
9	Judo	12	5,6

10	Karate	9	4,2
11	Rugby	7	3,3
12	Rhythmic gymnastics	4	1,9
13	Shooting	5	2,3
14	Synchronized swimming	8	3,8
15	Swimming	10	4,7
16	Tennis	8	3,8
17	Taekwondo	10	4,7
18	Triathlon	7	3,3
19	Weightlifting	8	3,8
20	Water polo	11	5,2
21	Wrestling	15	7
	Total	213	100

2. Reliability analysis results

A reliability analysis for each dimension was conducted to confirm internal consistency of the variables. The results of Cronbach's alpha test, presented in the Table 2, showed that all dimensions for service quality perceptions, destination image and satisfaction were reliable. Cronbach's alpha coefficients ranged from .629 to .873 for measurement of service quality dimensions. Cronbach's alpha coefficient for satisfaction variable was .727. Results of the Cronbach's alpha test for destination image factors ranged from .625 to .771. Generally, it is agreed that indicators of Cronbach's alpha should exceed 0.70 to be reliable (George & Mallery 2003). However, in some

cases value greater than 0.06 is acceptable. Therefore, the proposed constructs were internally consistent.

Table 2. Cronbach’s alpha results

Dimensions	Number of measured items	Cronbach’s alpha
Service quality dimensions		
Competition quality	8	.713
Augmented service quality	5	.766
Interaction quality	7	.625
Outcome quality	5	.673
Physical environment quality	12	.771
Destination image dimensions		
Urban	2	.713
Nature	2	.695
Culture	3	.766
Safety	2	.625
Climate	2	.673
Convenience	3	.771
Satisfaction	3	.751

3. Multiple regression analyses results

Two multiple regression analyses were performed to investigate relationship between dimensions of service quality perceptions and satisfaction as well as to examine the relationship between the dimensions of service quality

perceptions and Incheon city destination image. In both regression analyses the five dimensions of service quality were considered as independent variables whereas satisfaction and destination image dimensions were set as dependent variables.

Results of the first relationship between service quality perceptions dimensions and satisfaction are presented in the Table 3. The regression coefficients revealed that the factors of competition quality and outcome quality indicated relationship with the overall satisfaction.

Table 3. The influence of Service quality factors on Satisfaction

Variables	Unstandardized Coefficients B	t	Sig.
Competition quality	.218	2.133	.034
Augmented service quality	-.016	-.233	.816
Interaction quality	.081	.756	.451
Outcome quality	.611	6.504	.000
Physical environment quality	-.032	-.237	.813

Note: R²=.236; F=12.769; p<.001

Results of second multiple regression analysis on relationship between service quality perceptions and respective destination image measurements are presented in the Table 4.

Table 4. The influence of service quality variables on the destination image factors

Destination image variables	Service quality variables	Unstandardized Coefficients	t	Sig.
		B		
Urban	Competition quality	.042	.426	.671
	Augmented service quality	.148	2.221	.027
	Interaction quality	.184	1.773	.078
	Outcome quality	.015	.162	.871
	Physical environment quality	.304	2.302	.022
Note: R Square=.236; F=12.769; p<.001				
Nature	Competition quality	-.066	-.744	.458
	Augmented service quality	.079	1.324	.187
	Interaction quality	.119	1.284	.201
	Outcome quality	.186	2.297	.023
	Physical environment quality	.352	2.985	.003
Note: R ² =.280; F=16.102; p<.001				
Culture	Competition quality	.179	2.152	.033
	Augmented service quality	.087	1.547	.123
	Interaction quality	.011	.131	.896
	Outcome quality	.096	1.257	.210
	Physical environment quality	.314	2.828	.005
Note: R ² =.274; F=15.642; p<.001				
Safety	Competition quality	.049	.583	.561
	Augmented service quality	-.068	-1.216	.226
	Interaction quality	.304	3.485	.001
	Outcome quality	.039	.505	.614
	Physical environment quality	.304	2.729	.007
Note: R ² =.278; F=15.957; p<.001				
Climate	Competition quality	.025	.256	.798
	Augmented service quality	.064	.970	.333
	Interaction quality	.070	.682	.496
	Outcome quality	-.039	-.435	.664
	Physical environment quality	.308	2.347	.020
Note: R ² =.102; F=4.715; p<.001				
Convenience	Competition quality	.066	.903	.367
	Augmented service quality	-.062	-1.249	.213
	Interaction quality	.260	3.398	.001
	Outcome quality	.005	.071	.944
	Physical environment quality	.424	4.352	.000
Note: R ² =.364; F=23.665; p<.001				

Following the summary, reflected in the Table 5, it was found that physical environment quality significantly affect the destination image. Likewise, interaction quality influences the destination image to some extent.

Table 5. Summary

Dimension of service quality perceptions	Affected dimensions of destination image
Physical environment	Urban, Nature, Culture, Safety Climate, Convenience
Interaction quality	Safety, Convenience
Competition quality	Culture
Augmented quality	Urban
Outcome quality	Nature

V. Discussion

1. Findings

The purpose of the present study was to gain a better understanding of the factors that determine athletes' perceptions of service quality of the mega sport event. The results of this study support the idea that determinants of service quality perceptions are defined to be different in various settings within sport context. Our findings suggest that competition quality and outcome quality were critical factors of service quality for determining satisfaction of the athletes at the Incheon 2014 Asian Games.

In case of our investigation, competition quality refers to the information athletes could receive about competitions and results, convenience of the operating time for the competitions as well as skills of the athletes and teams that might motivate athletes to perform better.

When athletes perceive competitions, which are their primary goal at the mega sport event, are held at the convenient time, their satisfaction can be enhanced. Further, when athletes have possibility easily to obtain necessary information about competitions, venues, results, trainings, bus schedule, their satisfaction level might increase. Athletes' perceptions about performance and skills of other athletes in the same sport or different from their own also might

make their experience with mega sport event more pleasant, even though this category is beyond the control of organizing committee. Services are intangible, heterogeneous, and they are produced and consumed simultaneously (Zeithaml et al., 1985). These attributes might be a reason why timing, information and skill are critical for athletes in terms of their experience at the mega sport event.

Scholars stated that, in sport context consumer satisfaction research can be divided into three categories: game satisfaction, service satisfaction and game and service combination (Kim, Magnusen, & Kim, 2014). In some cases game quality is the main predictor of the satisfaction among spectators and fans, as it is core product they receive attending the game, which positively affects consumer satisfaction (Greenwell, Fink, & Pastore,; Madrigal, 1995). This factor is more important rather than tangibles attributes of service. To some point our results are similar to above mentioned consideration of service quality determinants.

Our results to some extent are in consistent with those of MacIntosh et al. (2012), who determined that information on competitions is among the factors which shaped athletes' experience of mega sport event. Moreover, authors highlighted the importance of technology such as wireless communications through which athletes can obtain necessary information. This might be the explanation why information as a part of competition quality dimension affects

the satisfaction of the participants. During the Asian Games, athletes were interested in the attending of the competitions in other sports. Moreover, they followed the results of other athletes on the daily basis checking the website or other available resources. Thus, possibility to receive easily necessary information and opportunity to attend other competitions may be were one of the key factors affecting their satisfaction with the Incheon 2014 Asian Games.

With regard to the relationship between service quality perceptions and satisfaction, outcome quality was found to be the key factor in predicting athletes' satisfaction. This finding is consistent with the previous studies which emphasized the significance of the outcome (Brady et al., 2001; Brady et al., 2006; Kim et al., 2014).

According to Brady et al. (2006) three main facets of service quality are considered significant. One of them is functional which refers to “how” service delivered, another is environment with its “where” service is provided, and last but not least is technical quality which means is “what” delivered. Service outcome, as a constituent of technical quality dimension, in sporting event industry has predominant effect on satisfaction and can influence customer perceptions over the environmental and functional dimensions of service quality (Brady et al., 2006).

This finding is understandable because the achievement and winning of the competition of the athlete can influence overall satisfaction with sport event. For instance, if athlete won a medal, he or she might be satisfied with the service at the mega sport event even though service quality was not good and conversely losing the game or competition might be indicator of the low scoring of the main service quality dimensions. Gronroos (1984) defined outcome as what the customer left with when service is delivered. Basically, the result athlete achieved at the mega sport event, either medal, setting new record or personal improvement, is what they have as outcome of the Games. This is probably the reason why outcome is considered as significant indicator of satisfaction with service quality.

In terms of the relationship between athletes' service quality perceptions of the mega sport event and destination image of the city, our study revealed a significant relationship between these two variables which is consistent with the previous research (Kaplanidou et al., 2007; McCartney, 2005; Kim et al., 2014). Moon et al. (2001) also suggest that service quality of sport event is considered as a determinant of a destination image among spectators at the international bicycling race in South Korea.

Particularly, our results determined that among five dimensions physical

environment quality was identified to be the most influential factor on the destination image.

Probably, athletes' perceptions of the venues design and construction, safety, cleanliness of facilities, signage and access to the venues, music and light were shaped their image about the city.

Likewise, it is possible that the overall ambience in the Athletes' village contributed to the athletes' vision of Incheon city. Athletes could have fun and entertainment at the special Athletes Service Center, where various services were provided. They could experience laser screen shooting and musical instruments, foot spa and massage, hair salon and nail care services. There were also sport activities including table tennis and billiard. Apart of these athletes could experience Korean traditional culture through various activities with trying national dress Hanbok and different handcraft.

Moreover, free touristic tours were provided to the athletes upon a request to explore Incheon city and to visit famous sightseeing. All these services might help athletes to apply their opinion about services experienced and staff to the overall perceptions of Incheon city. Kim and Morrison (2005) stated that socio-cultural activities at the event can significantly develop image of the host country.

It was also found, that to a certain extent factor of interaction quality

affects the destination image. This is compatible with the findings of Moon et al. (2011), who identified that tourist's perceptions of intangible service quality dimensions at the sport event influence the destination image.

It can be influenced by communication with staff and volunteers, their friendly attitude towards participant of the Games, their confidence and expertise in delivering the prompt service to the athletes, and willingness to help. Wakefield and Blodgett (1999) also emphasized that importance of the intangible factors in service quality perceptions.

2. Limitations

As any research our study has certain limitations. First of all, as our research was conducted by means of convenience sampling method, the sample was limited to the athletes of one country. Therefore, the findings should be generalized and applied carefully.

Secondly, the instrument modified and used for present study was derived from the previous research where target groups were different from our sample. Scale for measurement of service quality perceptions was focused on spectators, whereas destination image scale was designed for sport tourists. Moreover, the settings where both applied scales were used are limited to the small scale sport

events.

3. Recommendations

Since our study limited to one country as a sample it is necessary to collect data from the larger group of respondents in terms of country representation. It is important to conduct research and gain evidence from other countries to explore similarities and differences.

Athletes are crucial to the success of mega sport event. Their experience and vision should be considered by researchers and experts in event management. Therefore, a further research on identifying the main factors and determinants of service quality perceptions should be conducted. There is need to develop the survey instrument to measure factors contributed to the experience with mega sport event as well as satisfaction of the athletes.

Future studies should also consider gender differences and use segmentation strategy to see how gender effect evaluation of service quality perceptions. Research on service quality within sport context suggests that this is difference between male and female perceptions of services provided at the event (Lee, Kim, Ko and Sagas, 2011). It will be useful to explore such differences within mega sport event setting as well.

Our findings alongside with other studies indicate that outcome of service

quality can affect athletes' overall perceptions of service quality. Because the factors driving outcome are beyond the control of organizers and event service managers more research should be done to find out potential strategies to neutralize this affect.

4. Conclusion

Service quality is not a new phenomenon in the research area and captured attention of the numerous scholars and research. However, the very limited research was conducted with the focus on athletes at major sport event. The uniqueness of this study is characterized by two main points. It provides insight into the analysis of service quality perceptions first from the athletes' perspective view and second within mega sport event.

Our study revealed the factors of service quality affected the athletes' perceptions and satisfaction with the mega sport event. Likewise, it provides assessment of the relationship between service quality perceptions and destination image of the city.

The results of our study emphasized the importance of the service quality dimensions. It provides evidence that there is a need to enhance both tangible and intangible factors of service quality as they influence athletes' perceptions of the mega sport event and the destination image of the city. Provide good experience

and appropriate service quality to the athletes is critical because it contributes to the image of the Organizing Committee as well as it shapes the image of host city (MacIntosh et al., 2012; Chalip et al., 2003).

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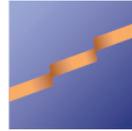
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VI. Appendix

Survey Questionnaire



SEOUL
NATIONAL
UNIVERSITY



DREAM
TOGETHER
MASTER
Global Sport Management
Graduate Program

Dear participant of the Asian Games,

The present survey is aiming to explore how athletes perceive service quality at the Incheon 2014 Asian Games. The questionnaire is designed in fulfillment of a master's dissertation by a student at the Seoul National University.

Your answers and assistance will be very helpful. No names or confidential information shall be disclosed.

We appreciate your time for filling out the following questionnaire regarding your experience at the Asian Games.

Instruction: Please choose the response that best reflects the level of your agreement with the following statements, where 7 is strongly agree and 1 is strongly disagree. There is no right or wrong answer.

Competition times are convenient	①	②	③	④	⑤	⑥	⑦
The other athletes' performance made me more motivated	①	②	③	④	⑤	⑥	⑦
The times for watching the other competitions are convenient	①	②	③	④	⑤	⑥	⑦
The team (in your sport) provides a high-quality event for me.	①	②	③	④	⑤	⑥	⑦
Up-to-date information is available on sport competitions' results	①	②	③	④	⑤	⑥	⑦
Skill performance of all the athletes of my country is excellent.	①	②	③	④	⑤	⑥	⑦
Information about the sport competitions is easy to obtain	①	②	③	④	⑤	⑥	⑦
I can easily get information about the competitions through the internet	①	②	③	④	⑤	⑥	⑦
The non-sport events combined with the sport competitions were entertaining.	①	②	③	④	⑤	⑥	⑦
The dining hall provides high-quality food	①	②	③	④	⑤	⑥	⑦
The dining hall offers a wide variety of foods	①	②	③	④	⑤	⑥	⑦
Pre- and after-competitions entertainment was exciting	①	②	③	④	⑤	⑥	⑦
The quality of food at the competition venue impresses me	①	②	③	④	⑤	⑥	⑦
The staff seems very knowledgeable about their jobs.	①	②	③	④	⑤	⑥	⑦
I can count on the staff at this event to be friendly	①	②	③	④	⑤	⑥	⑦
I am generally impressed with spectators.	①	②	③	④	⑤	⑥	⑦
The staff handle problems promptly and satisfactorily	①	②	③	④	⑤	⑥	⑦
The staff in the event deal effectively with the special needs of each customer	①	②	③	④	⑤	⑥	⑦
I find that spectators left me with a good impression of the interaction.	①	②	③	④	⑤	⑥	⑦

The demeanour of the staff is pleasant	①	②	③	④	⑤	⑥	⑦
I feel a sense of family among the participants of the Asian Games.	①	②	③	④	⑤	⑥	⑦
I really enjoyed the social interaction during the Asian Games	①	②	③	④	⑤	⑥	⑦
I feel good about what I got from the Asian Games	①	②	③	④	⑤	⑥	⑦
I had quality time with the participants from my and other countries.	①	②	③	④	⑤	⑥	⑦
I evaluate the outcome of the event favorably	①	②	③	④	⑤	⑥	⑦
The Athletes' village ambience is excellent.	①	②	③	④	⑤	⑥	⑦
The competition venue's ambience is excellent.	①	②	③	④	⑤	⑥	⑦
Signs help me to find my way around respective facility	①	②	③	④	⑤	⑥	⑦
Facilities' ambience (athletes' village and competition venues) at the Asian Games is what I'm looking for at the mega sport event.	①	②	③	④	⑤	⑥	⑦
I am impressed with the design of the facilities	①	②	③	④	⑤	⑥	⑦
There are enough signs directing me to various necessities.	①	②	③	④	⑤	⑥	⑦
The facilities are clean and well maintained.	①	②	③	④	⑤	⑥	⑦
Scoreboard is aesthetically attractive	①	②	③	④	⑤	⑥	⑦
The facilities are safe	①	②	③	④	⑤	⑥	⑦
Scoreboard is easy to read.	①	②	③	④	⑤	⑥	⑦
I can move freely in the facilities.	①	②	③	④	⑤	⑥	⑦
It is easy to get in and out of the facilities.	①	②	③	④	⑤	⑥	⑦

Section II

	strongly disagree	disagree	somewhat disagree	neutral	somewhat agree	agree	strongly agree
Incheon has modern streets and	①	②	③	④	⑤	⑥	⑦

buildings							
Incheon has a beautiful natural scenery	①	②	③	④	⑤	⑥	⑦
Incheon has a developed business industry	①	②	③	④	⑤	⑥	⑦
Incheon has many opportunities to enjoy nature	①	②	③	④	⑤	⑥	⑦
Incheon has a unique culture	①	②	③	④	⑤	⑥	⑦
Prices for leisure and entertainment services in Incheon are reasonable.	①	②	③	④	⑤	⑥	⑦
Incheon has a rich cultural heritage	①	②	③	④	⑤	⑥	⑦
Incheon has famous historical sites	①	②	③	④	⑤	⑥	⑦
Incheon is safe to travel	①	②	③	④	⑤	⑥	⑦
Incheon is a place to enjoy good weather	①	②	③	④	⑤	⑥	⑦
Incheon is a clean city.	①	②	③	④	⑤	⑥	⑦
Incheon's hotels and transportation is well-developed.	①	②	③	④	⑤	⑥	⑦
Incheon has infrastructure for entertainment and leisure	①	②	③	④	⑤	⑥	⑦
Incheon provides good quality service	①	②	③	④	⑤	⑥	⑦

Section III

	strongly disagree	disagree	somewhat disagree	neutral	somewhat agree	agree	strongly agree
Overall I'm satisfied with my experience at the Incheon 2014 Asian Games	①	②	③	④	⑤	⑥	⑦
I am satisfied with my personal result at the Asian Games	①	②	③	④	⑤	⑥	⑦
I am satisfied with overall result of the Uzbek team	①	②	③	④	⑤	⑥	⑦

V. General information. Please answer the following questions.

1) Gender Male Female

V. General information. Please answer the following questions.

1) Gender Male Female

2) Age _____

3) Sport

swimming	<input type="checkbox"/>	rowing	<input type="checkbox"/>
water polo	<input type="checkbox"/>	rugby	<input type="checkbox"/>
synchronized swimming	<input type="checkbox"/>	shooting	<input type="checkbox"/>
athletics	<input type="checkbox"/>	taekwondo	<input type="checkbox"/>
boxing	<input type="checkbox"/>	tennis	<input type="checkbox"/>
canoe/kayak	<input type="checkbox"/>	weightlifting	<input type="checkbox"/>
cycling	<input type="checkbox"/>	wrestling	<input type="checkbox"/>
fencing	<input type="checkbox"/>	archery	<input type="checkbox"/>
football	<input type="checkbox"/>	karate	<input type="checkbox"/>
artistic gymnastics	<input type="checkbox"/>	wushu	<input type="checkbox"/>
modern pentathlon	<input type="checkbox"/>	bowling	<input type="checkbox"/>
triathlon	<input type="checkbox"/>	handball	<input type="checkbox"/>
rhythmic gymnastics	<input type="checkbox"/>	judo	<input type="checkbox"/>
trampoline	<input type="checkbox"/>		

4) What is your performance result?

Gold	<input type="checkbox"/>
Silver	<input type="checkbox"/>
Bronze	<input type="checkbox"/>
4 th place	<input type="checkbox"/>
5 th place	<input type="checkbox"/>
6 th place	<input type="checkbox"/>
disqualified	<input type="checkbox"/>
other (please specify) _____	

5) Have you participated in the Asian Games before? Yes No

If yes, please indicate when

Busan 2002 Doha 2006 Guangzhou 2010

6) When and what was your first attendance of the international sports competition (Asian and World Championship, Olympic Games, Grand-Prix)?

7) Is it your first visit to Incheon? Yes No

8) Did you have possibility to spend time in Incheon outside of the Athletes' village and competition venue (sightseeing, shopping, stroll through the city, etc.)?

Yes No

If yes, please indicate how often did you spend time outside of the Athletes' village and competition venues (one time, two times, etc.)?

국 문 초 록

메가이벤트 서비스 품질에 대한 선수들의 인식: 2014 인천 아시안게임을 중심으로

Yuldasheva Kamila

서울대학교 대학원

체 육 교 육 과

성공적인 조직서비스품질은 고객만족의 지표로서 학자들 사이에서 큰 주목을 받고 있다. 스포츠 산업 분야에서 서비스품질 인식과 만족에 관한 연구는 다양하게 진행되어 왔으나 메가스포츠 이벤트에 참가하는 선수들의 측면에서 연구는 제한적이었다. 선수들의 메가스포츠 이벤트 경험에 대한 만족 결정요인들 조사함으로써 본 연구에서는 선수측면에서 서비스 품질을 향상시킬 수 있는 다양한 마케팅적 함의를 제시하였다.

따라서 본 연구의 목적은 선수들의 메가스포츠 이벤트에 대한 서비스 품질인식에

영향을 미치는 결정요인들에 대해 연구하는 것에 있다. 특히 본 연구는 2014년 인천 아시안게임을 대상으로 인천 및 인천 아시아경기대회 경쟁품질, 증가된 서비스 품질, 상호작용 품질, 결과 품질 및 물리적 환경 품질 요인들이 인천시의 이미지에 미치는 영향을 분석하였다. 2014 인천아시아경기대회에 참여한 213명의 선수를 대상으로 설문조사를 통하여 자료를 수집하였으며 다중회귀분석을 이용하여 분석하였다.

분석결과 메가이벤트에서 제공되는 서비스품질에 대한 선수들의 인식에 대한 결정요인을 도출하여 향후 연구에 있어 중요한 시사점을 제공하였다. 경쟁 및 결과 품질의 경우 선수들의 메가스포츠 이벤트 만족도에 영향을 미친다. 물리적 환경 품질은 인천시의 이미지에 유의한 영향을 미치는 것으로 나타났다. 이를 통해 참여 선수들의 만족도를 높이기 위하여 유형-무형적인 모든 요인을 고려해야 함을 제시하였다.

주요어: 서비스 품질 인식, 만족도, 메가스포츠 이벤트, 선수

학 번: 2013-23921