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스포츠매니지먼트학 석사 학위논문

The Effect of Servicescape in Professional Baseball Stadium on Spectator's Satisfaction

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Abstract

The Effect of Servicescape in Professional Baseball Stadium on Spectator's Satisfaction

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Well managed venue can fascinate spectator more deeply. The purpose of this study is to provide effective marketing strategies to expand high loyal fans and to increase the number of spectators through finding out the effect of servicescape in professional baseball stadium on positive emotion and viewing satisfaction. Recently, corresponding to customer's consumption pattern, look of game, venue, events are getting emphasized.

Especially in Korea, many of professional baseball in growth with various kind of marketing strategies not only event during the game time but

also outside factor of venue (e.g. merchandise shop, food court, kids and family zone, sports pub etc..). Indoor volleyball, basketball and football also have chased those marketing strategies to expand the number of fan.

Moreover, new facilities such as sport complex, baseball, football stadium, swimming pool have been built for international sport event like 2002 World cup, 2014 Incheon Asian game, Gwangju universiade and 2018 Pyeongchang Winter Olympics. Professional baseball population is over 600 million with just 525 games on 2015 compared on same number of population, 600 million with whole year games on 2011 and one of reason to getting more popular is facility provide more comfortable and convenient environment to spectator and it became goes directly to quantity of fans.

On this point, to enhance team performance and gather more women fan to the stadium, team owners have considered about stadium atmosphere and make their effort for make better. Bitner(1992) present new paradigm named of Servicescape which is focused managed in facility's exterior, interior and ambient conditions connected with enterprise and customer. Siguaw & Cathy(1999) present result of research; How the architecture style could effect hotel customer's perception. Wakefield & Blodgett(1996)

research about how recognized service circumstance quality of leisure service and affected in purchase intention.

Keywords: Servicescape, pro-baseball stadium, sport spectator's emotion, positive emotion, viewing satisfaction, sport facility

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Chapter 1. Introduction

1.1. Background

High level of game interest level itself is important but also well managed venue could fascinate spectator. As the number of consumer and satisfaction level have been increased, sport marketing industry need to correspond with consumer's consumption pattern, look of game, venue, events and atmospheric factors not only during game time but also outside of venue (e.g. merchandise shop, food court, kids and family zone, sky lounge sports pub etc...).

Professional baseball population reached over 800 million on 2017(*KBO*). Nevertheless, expanding number of fan, some of baseball stadiums still have inferior condition of facility, service and management. Improved condition, quality and service of stadium could increase spectator's commitment into games and provide unforgettable memories (Kim & Kim, 2008). Thus service environment presented within sport stadium have significant impact on perceptions and aspect formed about the sport consumption experience (Southall, 2012). Special atmosphere in sports stadiums is important issue (Bauer, Sauer, & Exler, 2005; Holt, 1995;

Pfaff, 2002; Wochnowski, 1996) that sport spectatorship has changed dramatically. Baseball fans consume game through a variety of media outlets such as cable and network television which is available for highlight, rebroadcast of events so consumer are no longer constrained by scheduled start times (Southall, 2012).

Ticket sales are significant source of revenue for sport facility. Therefore, producing unique marketing strategies of stadium is important. Service circumstance quality of leisure service and affected on purchase intention (Wakefield & Blodgett, 1996) since leisure services such as concert halls, sporting events, amusement parks generally require customers to stay and extended time at physical surroundings of their service (Turley & Fugate, 1992).

As previously mentioned, one of the main reasons that consumer find new excitement from stadium include game itself is to experience unique stimulation. Previous research (Mano & Oliver, 1993; Russell & Pratt, 1980) examined that the degree of arousal, satisfaction level. Consumers experience in leisure service, stadium may be a major determinant of their pleasant with in/outside of stadium service experience.

Another salient aspect of sport is unpredictable and out of control performance of the core product. According to Mullin and colleagues (2007), limited control of the performance and sport product is a unique feature of sport marketing. Therefore, create and increase level of involvement and satisfaction among sport consumers is imperative matters for sport marketers. Service circumstance not only influence consumer's satisfaction and involvement but also have crucial impact on their future visiting and consumption behavior (Pareigis, Echeverri & Edvardsson, 2012). It entertained or distracted consumer. Experience occurs when consumer acquire sensation resulting from interaction with different dimensions of service by provider (Meyer & Schwager, 2007).

1.2. Purpose of study

The purpose of study is to propose the importance of atmospheric factors in baseball stadium to increase consumer's satisfaction and repatronage intention. It examined the degree of onsite consumer's emotions, responses of perceived servicescape factors in Korea professional baseball stadium.

Chapter 2. Literature Review

2.1. Concept of servicescape

Servicescape is man-made built environment which embrace physical surroundings factors and elements such as layout accessibility, seating comfort, facility aesthetics, electronic equipment and ambient conditions within the service. It influences consumer's perception and behavior also one of the enormous drivers of service value (Walter, Edvardsson, & Ostrom, 2010).

The servicescape does not include processes (e.g. cleaning, selling, cooking); promotion (e.g. advertising, PR, social media, web-sites), it includes facility's exterior (landscape, exterior stadium's design, surrounding environment, parking) and interior (interior stadium's design, stadium layout) and ambient conditions (lighting, music, announcing).

Also it is important because facility environment factors can enhance onsite consumer's emotions. In addition to being aesthetically appealing to consumers, the servicescape must be designed, arranging well of ancillary facilities to patrons have felt comfortable, accessible (Wakefield & Blodgett, 1994).

2.1.1. Theory of servicescape model

Servicescape was introduced in the literature by Mary Jo Bitner in 1992 and this word is combine with service and landscape to describe the artificial settings of the surrounding facilities' services. Servicescape embrace all of the physical factors and elements contained within the service, "Built environment", "man-made, physical surroundings as opposed to the natural or social environment" (Bitner, 1992).

Back to the past, human behavior is influenced by the physical setting in which it occurs is essentially a truism. However, interesting thing is until 1960s psychologists largely ignored the effects of physical setting in their attempts to predict and explain behavior. Since that time, a large and growing body of literature within the field of environmental psychology has showed relationships between human beings and their built environments (Darley & Gilbert, 1985; Russell & Ward, 1982; Stokols & Altman, 1987). Servicescape model is the dimensions of the organization's physical surroundings influence important customer behaviors.

Throughout time goes on, Kotler (1973) indicate 'environment' defined as the conscious design of the space to creating customer's certain emotions which could lead increased likelihood of purchase. Furthermore,

according to behavior setting theory (Baker, 1968), a sport stadium has temporal staying time and spatial limit so we can expect consumer's reactions of environmental stimuli.

Environmental psychologists suggest that individuals react to places with two general, and opposite, forms of behavior which is approach and avoidance (Mehrabian & Russell, 1974). Approach behaviors include all positive behaviors that might be directed at a particular place such as repatronage, desire to stay and affiliate (Mehrabian & Russell, 1974) and avoidance behaviors reflect the opposite means of approach.

Donovan and Rossiter (1982) found that approach behaviors in the service settings were influenced by perceptions of the environment and if it is positive, it would connect with satisfaction and repatronage intentions.

Therefore, elaborate environments that full range of marketing and organizational objectives theoretically can be approached through careful management of the servicescape.

2.1.2. Literature review on servicescape model

As Bitner (1992) determined servicescape as physical surroundings in consumption settings and in this research segmented environmental dimensions with layout accessibility, seating comfort, facility aesthetics, electronic displays and ambient conditions. Then, find out how this environmental dimensions affect to customer holistically and check extent of customer's internal responses and behavioral intentions.

Layout accessibility. Facility exterior, layout and design of a stadium may partly determine that fans will staying at stadium for whole game or exit early to avoid congestion right after finished game. Even it is important for emergency situation. According to Bitner (1992), he divided two aspects of the servicescape, spatial layout and functionality, elements related to aesthetic appeal. Spatial layout refers to ways in seats, aisles, food court, kids and family zone, entrance and exits offer convenient to consumer.

Seating comfort. Seating comfort is particularly significant issue for customers of leisure service settings who attend that event and must sit for a number of hours observing. Seating comfort is affected by both the space between the seats and the physical seat itself.

If some seats are with new, padded, seats with backs might be comfortable because of their design or condition compared with uncomfortable seats such as deteriorating, no padded, bench seats. Seats may also be comfortable or uncomfortable because of their proximity with other seats. Customers may be also uncomfortable psychologically if they are forced to sit too close with other seats next to them.

Indeed, previous research determine perceived crowding (Eroglu & Machleit, 1990; Hui & Bateson, 1992) suggests that cramped seating effect on perceived quality of servicescape as displeasing and of poor quality. The amount of space between not only space of seats but rows of seats is also an important dimension, in that it affects the ease with which consumer may exit their seats to use ancillary service areas such as restrooms, concession areas or leave early during game. Furthermore, when rows are too narrow with other seats are frequently forced to stand or shift on their seats to let other consumers pass by.

Facility aesthetic. Aesthetic appeal refers to color and architectural design of facility, cleanliness, signage, sky lounge of view and service is important because it influence the ambience of the place (Wakefield & Blodgett, 1994).

Table 1. Definition of variables

Variable	Operational Definition	Reference
Servicescape	It is man-made built environment which embrace physical surroundings factors and elements such as layout accessibility, seating comfort, facility aesthetics, electronic equipment and ambient conditions within the service.	Bitner, 1992
Layout accessibility	It indicates degree of consumers to reach desire destinations such as seats, concessions, restrooms with ease and lack of confusion.	Wakefield & Blodgett, 1996
Seating comfort	It indicates degree of consumers seating comfort which is measured by both physical seat itself and by the space between the seats.	Wakefield & Blodgett, 1996
Facility aesthetics	It is architectural design, as well as interior and exterior design and décor, which contribute to the attractiveness, liveness on the service spot.	Wakefield & Blodgett, 1996
Electronic equipment/ displays	It is physical equipment making environment to heightened excitement levels of consumer on the service spot.	Crystal, 2012
Ambient conditions	It is impressive overall background ambient condition such as roar of the crowd, applause and atmospheric music which directly impact on the interaction with customers.	Crystal, 2012
Perceived quality of servicescape	It is extent of customer's perceptions from servicescape; excitement, crowding, involvement.	Wakefield & Blodgett, 1996
Satisfaction with servicescape	It is positive responses from customer through servicescape	Wakefield & Blodgett, 1996
Repatronage intention	The tendency for customer's desires coming back to leisure service settings in future.	Wakefield & Blodgett, 1996

Color of facility also affect customer aesthetically. Color specialist generally have categorized with warm (e.g., red, orange, yellow) or cool (e.g., blue, green) color and studies have shown that red, orange, yellow colors are psychologically and physiologically arousing and sometimes stressful despite cool colors are people relaxed and release stress (Bellizzi, Crowley & Hasty, 1983) in 10 to 15minute time periods. There are three perceptual dimensions of color: hue, brightness, and saturation and those are affected when we divided color with warm and cool. A high degree of brightness and saturation can produce disturbance compared with weak colors can give calmness (Acking & Kuller 1976) regardless of hue.

Saturation may also influence judgement of color's temperature. For instance, a light pink may be perceived as cooler than a strong red color. Also for the saturation, high rate of blinking and increased muscular and nervous tension have been associated with glare (Birren, 1952), so use of poorly managed, designed window could result people's feel negatively.

Furthermore, due to the quality of consumer's satisfaction level and diverse marketing strategies, aesthetic appeal has emphasized in sport industry. Based on bitner's perceptions of those two sets of factors, it could

lead consumer to approach or avoid the stadium again. Ancillary facilities, tile floors, seats, kids (family) zone, powder room can be cleaned before, during and after the event.

Cleanliness is an important part of the servicescape in those situations in which customers must spend over 2 hours in the leisure service setting. Many consumers implicitly associate cleanliness with the quality of the servicescape (Wakefield & Blodgett, 1996). For example, whether or not stairs and floors are clean, whether toilets are polished and disinfected, whether or not concession areas kept clean and garbage cans are overflowing or if they are continually emptied, etc., will affect the perceived quality of the servicescape (Miller, 1993). Especially women consumers have been increased cleanliness is important determinant in leisure service. Women with young children and who do not please with uncleaned restrooms and concession areas need clean environment. From a management standpoint there are two aspects to cleanliness; before the event (preparation) and ongoing cleanup. In best way, leisure service provider should not only monitor and prepare the servicescape prior to customers' arrival, but also need to maintain cleanliness throughout the event going.

However, some leisure service provider less consider about the cleanliness and little monitoring of janitorial personnel. Restrooms and concession areas may become overflowing with trash easily and spilled drinks, food by the middle and latter parts of the event. In these types of situation customers will dissatisfied and got bad memories of this facility (Wakefield & Blodgett, 1996).

Therefore, from a facility management viewpoint, cleanliness is controllable element of service quality. Consumer who come to baseball game, visiting time is quite short and alcohol is served. So keep monitor and concentrate the cleanliness area constantly.

But interestingly by Wakefield and Boldgett's research, cleanliness was not major effects on perceived quality in baseball and football compared with casino. This finding probably resulted because of amount of time spent in different service facilities that baseball fans staying at stadium only a few hours but casino patrons spent more time. Nevertheless, design of facility and quality have been modernized and cleanliness is compulsory element of those facility (Wakefield & Boldgett, 1996).

Electronic equipment and displays. Electronic equipment and displays such as high quality of sound systems, electronic modern graphic

scoreboard and screen immersed more deeply consumer into games and makes waiting times more pleasurable during break time between plays. Also it helps consumer to understand game more easily which is able to access player's information with not using their cell phone or brochure, participate various kind of event such as quizzes, half time show and allow to seeing instant replays, high light video that keep customers entertained throughout the event (Wakefield & Boldgett, 1996). For example, in sports settings modern graphic scoreboards can be used to increase index of excitement in between innings or periods. Also providing game following game scores and player information, highlight videos, instant replays, produced event target for visitors that keep customers entertained throughout the event.

Ambient conditions. Studies in servicescape have examined background characteristics of the environment such as noise sound or impressive overall surroundings (Hightower, 2002), roar of the crowd, temperature, lighting, applause and booing, cheerleading of teams, welcoming of players and atmospheric music. Also several authors have identified that factor affects perceptions of and human responses to the environment (Baker 1986).

Especially Music has been identified as one of the most readily controllable and influential elements (Milliman, 1986) which can influence evaluation, willingness to buy (Baker, 1992), mood, cognition and consumer's behavior (Bruner, 1990). Music attract attention, transports implicit and explicit messages, elicit emotions, help to feel more deeply in that situation and spend more when the music "fits" with the product (Areni & Kim, 1993).

Macinnis and Park (1991) argued that music can interacts with the recipients' individual perception of its message and product also have a positive effect on consumers involve highly in situation. It can be conceptualized as a message-relevant executional cue so select appropriate pieces of music is important. Also music can changed positively or negatively depends on musical elements such as tempo, pitch, mode (major, minor), and genre as well as individual preference (Bruner, 1990). For example, Kellaris and Kent (1992) experiment that people are in waiting time, if the music tempo is faster (140 beats per minute) than the general range of favored tempo of 70-110 beats per minute, it drives negative arousal which make feel time goes slowly. But for during games, according Bruner (1990) faster tempo music brings positive states out such as happy

and exciting compare with slow tempo music makes people feel sad or in blue. Based on environmental psychology theory, faster tempos and higher volumes add to the complexity of the environment, so it increases the level of information to be processed. Increases in information are generally related to increased excitement, arousal which in turn may moderate approach-avoidance behavior (Mehrabian & Russell, 1974).

Indeed, Holbrook and Gardner (1993) found that music tempo had effect differently on arousal and pleasure. Therefore, organizer need to consider the interaction of music genre and tempo which effects on affective response not only game time also during people's waiting time such as before games, at the waiting ticket booth, long line bathroom during games. Furthermore, not even tempo but also volume of music also influences consumer's affective reactions. Smith and Curnow (1996) find out that study participants spent less time in supermarket when the music volume is big. It hypothesized link between volume of music and consumer's negative affect. Kellaris and Rice (1993) found that music played at 60 decibels makes people more positively than 90 decibels. Although music in low levels or if played too softly might be ignored in certain situation. Too low or high

volume music affect affective reaction so need to moderate depends on situations.

Another element is sense of smell. When the smell of popcorn, peanuts, hotdogs, pizza and beer is added to sport experience, consumer combine with the specific place.

Cheering culture. Cheering and Jeering is one of factors which can influence athlete's performance during a game other than the athlete's skill. Cheering influences on a team's atmosphere particularly at playing at home based stadium, supportive cheering contributing to home-field advantage (Courneya & Carron, 1992). In contrast, jeering which is loud distracting rumble decrease performance if the task is difficult or athletes are in nervous (Zajonc, 1965). Spectators can impact performance, but impact may depend on sport such as specific sport skill and audience behavior. For instance, basketball player's free throw shot was unaffected by audience cheering, but jeers interrupted baseball pitchers, and jeers and cheers resulted in worse performance for golfers. Cheering psychologically make spectator feels connecting with team and the team's performances are viewed as self-relevant. In watching the action, spectator do indeed identify with teams, and for some, team identification is both important and powerful to their

sense of self. Furthermore, the reason why non-sports-fan ardently cheering is watching sports that possesses otherwise composed individuals to scream and obsess over statistics particularly when they know that there's a very good chance that their team is going to win. Spectator view sports in stadium not just as a game but also as a nostalgic or emotional experience. It reminds some of spectator's pleasant childhood memories or escaping from the daily life. Sports fan researchers emphasize that sporting events are competitions in which it is guaranteed that one team must lose, which means that half the fans will be upset and happy with the result.

2.2. Servicescape on Korea professional baseball

In 1982, Korea Professional Baseball league start with 6 teams and 1 hundred million 4 thousand viewers and 2016 amount of customer pitch to 800million with total 10 teams (KBO website, 2017). As growth of professional baseball league, it is not just spectator sport, it has become important industry that lead industry and formed people's culture experience richer. Furthermore, customers who come to leisure service facility consumption pattern are getting changed.

Following this changed, Korea Professional Baseball also in growth with various kind of marketing strategies not only event during the game

time but also outside factor of venue such as merchandise shop, food court, kids and family zone and sport pub.

Especially Kia tigers which is one of professional baseball league in Korea reformed their venue since 2014 with increasing fans and they keep invest on facility with strategic marketing name of 'High quality look and feel project' to satisfied their consumers. According to this project and their new set vision name of 'TEAM 2020', they have keep effort on enhancing facility service such as maximize premium seats, establish playground for kids in venue, changed infield net. For example, they newly opened waterpark for kids (from kindergarten to elementary school) is to enhancing sponsorship with co-operated company and provide new contents to baseball fans which harmonized with baseball and culture. This event's main strengthen is that this is first waterpark in Korea and kids enjoy waterpark, watching baseball at the same time since this park situated in left side outfield of Champions field (KIA official webpage, 2017).

Another good example is sky dome type baseball field since 2016 in Seoul. They more focused on athlete's satisfaction such as established shower facility besides locker room with good accessibility. Nevertheless, they also set comfortable high quality of seats for consumers and various

type of luxury seats such as Diamond club seats which available with cinema type of seats and Skybox which ensure the private space for consumer. Furthermore, it is sport multiplex stadium so indoor swimming pool are another convenient advantage for consumer.

2.2.1. Unique servicescape factor on Korea professional baseball

Theory related to service environment has been well developed but little consumer research has been conducted to determine some of the basic relationships in Bitner's (1992) servicescape framework. Henceforth Wakefield and Blodgett (1996) modified Bitner's model to analysis the overall effect of perceived quality and satisfaction with servicescape on repatronage in leisure service settings.

However, Wakefield and Boldgett (1994) eliminate ambient conditions which Bitner (1992) suggest one of dimensions out of three; ambient conditions, spatial layout and functionality, signs, symbols and artefacts since they consider it is difficult to control, particularly in some leisure field settings, such as open-air stadiums or amusement park so I also eliminate temperature factor but take original factors which can measurable such as sounds, music and smell. Especially as for the sounds and music that hope to measure that cheering culture of Korea professional baseball is quite

activated and huge symbolized compared with other sport in Korea and also baseball in other country. Korea have 10 professional baseball team and they have their own cheering method with dance and music. Therefore, consider on Korea baseball team's cheering culture, need to analysis ambient conditions are significant.

This research used based on Wakefield and Boldgett (1996) model which based on Bitner's model but include ambient conditions of bitner's and combine facility cleanliness to facility aesthetics dimensions due to cleanliness able to conclude part of esthetic factors. Layout accessibility and facility aesthetics, previous model focused on the built environment since it can be controlled, to a large extent, by management.

Conversely on this research, more focused on controllable layout accessibility and facility aesthetics factors which is able to rearrange by reflection on consumer's needs.

2.2.2. Relation between servicescape factor and consumer's satisfaction

Sports facilities that force spectators to sit elbow-to-elbow and difficult to reaching important destinations such as seats, food service, restrooms and exits are likely to frustrate spectators who will be less likely to want to stay longer at the game or return to facility in future.

Wakefield, Boldgett & Sloan (1996) found out reallocating some space to enlarge seating areas perhaps reducing the number of seats, improving the signage to distribute the flow of customers to available various services. The majority of customers may be crowding into food service and restroom facilities on the main concourse of the sport servicescape. If this case seems getting worse, appropriate signage or helpful service staff may direct customers to available services. Spectators may still be crowded when they visit facility for sport game, but at least they will get to see the play while they feel the crowd cheering (as opposed to being stuck waiting in a line wondering what is happening while the crowd roars).

On the other way, if aesthetic quality of the facility is high, customer's first impression about a service will getting higher. This implies that substantial investments may be required to ensure that the customer is pleased with aesthetic quality of facility. Furthermore, another important role is scoreboards which makes the waiting time more pleasurable. During most sporting events there are frequent periods of time such as in between plays or at the end of periods and when many spectators may perceive that there are nothing much of interest occurred on the field. Effective

management of scoreboards may relieve their bored while spectators wait for the game. Besides enhancing technological quality of the scoreboards can be entertaining fans to provide interesting statistics. Especially baseball stadiums can easily provide batting statistics updated at each players including current average, previous score, as well as other interesting notes about the player. All those good environment atmospheres strongly influence spectators desire to stay which means they satisfied and repatronize games at that facility.

2.2.3. Relation between consumer's satisfaction and repatronage intention

Bitner's (1992) framework suggests that positive responses such as satisfaction to overall perceptions of servicescape will result in approach behaviors situated like staying or exploring facility longer or vice versa, spend money since it attractive. There could two crucial facts for leisure services managers.

First how long consumers will desire to stay in the facility once they enter and second whether they will want to revisit in the future. Customers may initially visit the facility because of their interest of facility and sport but may not return if they are not satisfied with the physical surroundings of

the leisure settings. There are three different dimension of perceived perception by consumers which is excitement, crowding and involvement.

Excitement is an emotional response characterized by feelings ranging from stimulating exhilarating, sensational and interesting to dull, dreary, boring, gloomy and monotonous (Russell & Pratt, 1980). Wakefield and Blodgett (1994) suggest that the servicescape can set the mood for these emotions, and can elicit negative emotions.

High quality servicescapes which may include sensational electronic displays for example big screen across the field, signs, lights and otherwise attractive exterior and interior design, ambient condition such as music and cheering sound, smell of popcorn, pizza may make the experience more interesting.

In contrast, older facilities that are in disrepair and in need of new décor and falling behind equipment are likely to appear drearier and boring. Because the servicescape influences the atmosphere of leisure service settings, it is possible to hypothesize that consumer's perceptions of a higher quality servicescape will cause them to experience in good levels of excitement, which could lead on repatronage intentions.

Involvement which refers to an ongoing interest in a product or service would be a critical element in explaining why individual consumers respond more or less favorably to a leisure service offering and why people choose to continue or discontinue consuming particular leisure services. That is, baseball fans who are highly involved with a leisure service would appear to be more likely to get excited about going to the baseball park(game) and be more likely to have strong repatronage intentions because of their inherent interest in the sport (or team, facility). Lastly, crowding also has both good and bad perceived intentions on consumers by situation.

Crowding is defined as a feeling of being confined, cramped, or restricted because of physical surroundings (Eroglu & Machleit, 1990; Hui & Bateson, 1991). Consumers who attend a game expect there would be a "good crowd." However, they do not want to feel overcrowded or uncomfortable because the seats are too narrow, close together or ancillary facilities are not designed to handle the crowd effectively. Consumers who feel crowded will perceive the servicescape to be of low quality. Customers who feel crowded may also experience less excitement. If the servicescape is crowded, customers are eager to explore and encounter stimulating experiences in the service settings as well as to be comfortable during their

staying is hindered. Individuals who encounter an open facility with ample space to move around about are expected to view the servicescape as more hilarious, whereas a congested facility with insufficient space to allow freedom of movement will be viewed as dreary.

While repatronage is obviously positive to the ongoing success of the leisure service provider, the length of time that customers staying in the leisure facility should also be a vital consideration for management since in most leisure servicescape settings, the longer staying time in facility makes more money and beyond perception of repatronage as well. Indeed, studies in retail shopping center has found a positive relationship between time spent in the facility and money spent.

Therefore, important goal for leisure service management is to create and maintain fine, satisfying environment to influence customers to want to stay as long as possible (Wakefield & Blodgett, 1996). Especially servicescape in baseball facility effect on repatronage may have been stronger because frequent baseball game patrons are exposed far more times (70-80 home games) to the servicescape than football patrons (less than baseball). Superior facilities may help maintain and build attendance and other subsidiary services sales as fans stay longer. Fielding an excellent

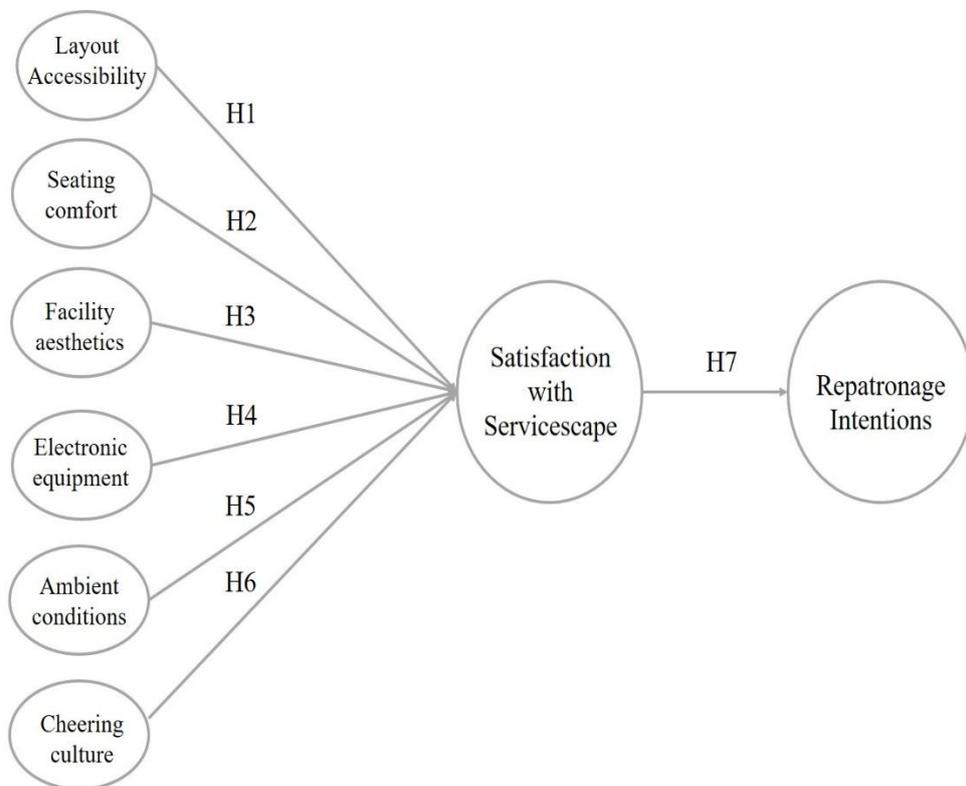
team are still draw fans but it is difficult to control than is the quality of the facility. Effective facility management may help team owners or facility organizer to effectively compete for consumer's entertainment value.

2.3. Research model and hypothesis

Each question was created on the existing literature in the various field such as sports management, marketing services and art.

2.3.1. Research model

Figure 1. The research model



2.3.2. Hypothesis

Layout accessibility. Within the leisure service context, layout accessibility refers to the way in which furnishings and passageways, service areas such as food court, kids and family zone, entrance, exits, seats, aisles are arranged and the spatial relationships among these elements (Bitner, 1992). An effective layout will provide convenient entry and exit, and will make ancillary service areas such as concessions, restrooms, family and kids zones, souvenir stands more accessible (Wakefield & Blodgett, 1996). Just as the layout in convenient store and banks facilitates the fulfillment of functional needs (Baker, 1994), a convenient, attractive and effective servicescape layout may also facilitate fulfillment of hedonic or pleasure needs. That is by making ancillary service areas more convenient, accessible for customer that they can spend more time enjoying the primary service offering at venue. Accordingly, I hypothesize that:

H1: Layout accessibility will have a positive effect on the perceived quality of the servicescape.

Seating comfort. Seating comfort is particularly salient issue of sport consumer who will have over an hour participating game with some form of entertainment. As like Manchester soccer stadium or other newly

built sport facility set wide space between seats. Customer may be physically and psychologically uncomfortable if distance of seat by seat is too narrow each other. The amount of space between rows of seats also important issue since it affects consumer's moving in and out to ancillary service area.

H2: Seating comfort will have a positive effect on the perceived quality of the servicescape.

Facility aesthetics. Facility aesthetics are a function of architectural design include interior design, exterior design, color of facilities, cleanliness, signage, sky lounge of view and service, those of which contribute to the attractiveness of the servicescape. Customers of leisure services often spend hours observing (consciously and subconsciously) the interior and exterior design and formation of the facility. The appeal of the facility's architectural design, customers may be affected by the color schemes of the facility walls, seats, floor coverings even during waiting time such as at concession or toilet. Unpainted or odd colored seats, steps and wall may be relatively unattractive compared with suitable colored walls, seats and steps. Other aspects of interior design such as ornamental signs, banners, pictures, and

other fixtures, could also enhance the perceived quality of the servicescape (Wakefield & Blodgett, 1996). Therefore, I hypothesize that:

H3: Facility aesthetics will have a positive effect on the perceived quality of the servicescape.

Electronic equipment / displays. Electronic equipment and displays such as high quality of sound systems, electronic modern graphic scoreboard and screen immersed more deeply consumer in to games. Also it sued to display information and entertain customers during gaps in the primary service offering (e.g. in between plays or periods at sporting events). This type of electronic display can play an important part in the servicescape since it makes waiting times more pleasurable if visitor who are not very into the game or not familiar with played sport. Accordingly, I hypothesize that:

H4: Electronic equipment and displays will have a positive effect on the perceived quality of the servicescape.

Ambient Conditions. Ambient conditions contain temperature, music, aroma and the weather and it directly impact on the interaction with customers. Surrounding sound refers to background noise sound or impressive overall surroundings (Hightower, 2002), sound, roar of the

crowd, applause and booing, cheerleading of teams, welcoming of players and atmospheric music. More specifically music can interact with the recipients' individual perception of its message and product also have a positive effect on consumers involve highly in situation (MacInnis & Park, 1991). It can be conceptualized as a message-relevant executional cue so select appropriate elements such as tempo, pitch, major and minor mode and genre is important. Also another ambient element is sense of smell such as aroma of hotdogs at the stadium. It could add differently to consumer's sport experience and memorable to specific place so those could help leisure service managers to provide more pleasant and enjoyable servicescape. Therefore, I hypothesize that:

H5: Ambient conditions will have a positive effect on the perceived quality of the servicescape.

Cheering culture. Cheering culture is applauding or heckling when game is interesting or compelling. Audience may offer silence for the player for their preferred team in severe situation or may rumble loudly trying to distract opposite team player's play. Having a supportive and encouraging audience motivates the athletes to perform better and it effect vice versa. Moreover, to maximize audience's cheering, the role of assistant is

important to heightened the crowd's excitement. Therefore, I hypothesize that:

H6: Cheering culture will have a positive effect on the perceived quality of the servicescape.

Satisfaction and behavioral intentions. Perceived quality was measured with three items that portray the customer's perceptions (terrible – great), the expectations (much better than I expected – much worse than I expected), and the standards (not at all what it should be – just what it should be) as suggested by Fornell (1992), and as Wakefield and Blodgett (1996) did. Great involvement, excitement and good crowd are predicted to be more satisfying about the servicescape and to be more likely to want to return to the servicescape in the future. Also several studies demonstrate the link service quality to consumer behavior either directly or indirectly via customer satisfaction (Klaus & Maklan, 2012) which is customer response and a post-purchase phenomenon (Oliver, 1997). It is therefore important to know the relationship in perceived quality of quality and customer's satisfaction. Finally, find out which result can cause between satisfied quality of servicescape creates memories in the mind of the customer also

evaluated in intangible aspects such as trust and empathy and individual customer's willingness to attend matches in the future. Thus I propose that:

H7: Consumers' satisfaction with the servicescape will have a positive effect on their repatronage intentions and length of time they desire to stay in the servicescape.

Chapter 3. Method

3.1. Participants

The purpose of the current study is to examine the degree of onsite consumer's emotions, responses of perceived servicescape factors in Korea professional baseball stadium. The survey was conducted to both of the Korea professional baseball fans and non-fans of professional baseball fans who have been to Korea professional baseball stadium within 2 years based on snowball sampling method at 17 cities with 10 professional baseball team.

The data were collected over a period of two weeks on October 2017 through the online survey. Among total, 345 samples were accepted for the final analyze and 75 samples data were removed due to either incomplete or invalid. The male and female participants' percentages were 60% and 40%, and twenties were participated most by 55% and thirties by 31%, forties 6.7%, teenagers 4.6% and over fifties was 3%. 60% of samples were collected from Seoul and Gwangju and bachelors' degree students garnered 53%. The detailed demographic variables were described in table 2.

3.2. Material & Procedure

The survey items were designed from extent of satisfaction and repatronage intention on servicescape related articles. The questionnaire was revised and modified from former studies and English literature experts for correct translation from Korean to English and vice versa to preserve the original questions' meaning since the most participants were Koreans.

All items were presented in a 7-point Likert type scale (very strongly disagree – very strongly agree) as it is recommended by a former study for minimizing the response error (Kronsnick & Fabrigar, 1997).

A statistical package IBM SPSS 21.0 and AMOS 21.0 was used to analyze the validation of measurement items and to test study hypotheses.

Table 2. Demographic Variables

Variable	Group	N	%
Gender	Male	210	60.9
	Female	135	39.1
Age	0~19	16	4.6
	20~29	188	54.5
	30~39	108	31.3
	40~49	23	6.7
	50~59	9	2.6
	60+	1	.3
	Occupation	Student	76
	Specialized	87	25.2
	Administrative	14	4.1
	Office	72	20.9
	Service	25	7.2
	Sales	6	1.7
	Farming	1	.3
	House maker	6	1.7
	Etc.	58	16.8
Education Level	Graduate High School	34	9.9
	College Student	45	13.0
	Graduate College	184	53.3
	Bachelor degree	35	10.1
	Graduate School Student	47	13.6
	Graduate degree	87	25.2

Table 3. Measurement developed for variables

Concept	Questions	Reference
Layout accessibility	<ol style="list-style-type: none"> 1) Signs at this stadium give clear direction of where things are located 2) Signs at the stadium help me know where I am going. 3) Overall, the facility layout makes it easy for me to find my destination. 4) Facility layout are made easily to get to the restroom. 5) Facility layout are made easily to get to the food court. 6) Facility layout are made easily to get to the seat. 	Wakefield & Blodgett, 1996 Teresa, 2014
Seating comfort	<ol style="list-style-type: none"> 1) Seats in the stadium are comfortable to seat. 2) The distance from seats to ground is adequate to watch games. 3) The seating space between side by side is sufficient. 4) The seating space between front and back is sufficient. 5) Seats in the stadium have no problem with move in and out. 	Wakefield & Blodgett, 1996
Facility aesthetic	<ol style="list-style-type: none"> 1) Exterior of the facility is attractive. 2) Stadium's interior is well decorated. 3) Restroom in a stadium stays clean. 4) Kiosk in stadium stays clean. 5) Entrance in stadium stays clean. 6) Color of the stadium is harmonized. 7) Illumination in the stadium is appropriate. 	Wakefield & Blodgett, 1996 Teresa, 2014

Electronic equipment / display	<ol style="list-style-type: none"> 1) This Stadium has high-quality of electronic equipment. 2) Electronic equipment add excitement to the game 3) Electronic equipment in stadium provide interesting statistics and information 4) Font size of the electronic equipment in stadium is easy to identify 	Wakefield & Blodgett, 1996
Ambient conditions	<ol style="list-style-type: none"> 1) The smells of food and beverage in stadium makes me happy. 2) Roar of the crowd from stadium makes me more excited. 3) Fast tempo of background music from stadium makes me more excited. 4) Loud volume of background music from stadium makes me more excited. 5) I like the type of background music from stadium. 6) The overall quality of this facility is: terrible - great 	Duncan, 1996
Cheering culture	<ol style="list-style-type: none"> 1) Cheering with other people in stadium creates good atmosphere. 2) Professional female cheerleader's cheering in stadium creates good atmosphere. 3) Professional male cheerleader's cheering in stadium creates good atmosphere. 4) Cheering with cheering tools creates good atmosphere 5) Cheering songs creates good atmosphere. 	In, 2016
Satisfaction with servicescape	<ol style="list-style-type: none"> 1) General environmental service of the stadium is as good as I expected. 2) I satisfied with general environmental service. 3) I satisfied spectating a game with environmental service in the stadium. 4) Spectating a game with environmental service is exciting. 	Teresa, 2014
Repatronage Intentions	<ol style="list-style-type: none"> 1) I will recommend this stadium to other people. 2) I would like to come this stadium by any chance. 3) I would like to come this stadium no matter the ticket price is going up. 4) I will revisit this stadium to watch a game. 	Teresa, 2014

To figure the participant's characteristics, the descriptive analysis was conducted. Reliability test was undertaken to test the validity of the measures. Reliability means that a scale need consistently reflect the construct it is measuring (Field, 2005) and it rates whether a set of variables is consistent in what in measures.

Current study adapted Cronbach's alpha method to evaluate reliability. This method accesses every possible way of splitting data into two and figure out the correlation coefficient for each split (Field, 2005) and Cronbach's alpha is then computed by averaging these values. According to Hair, Black, Babin, and Anderson (2009), there are many of other measures are exist but Cronbach's alpha is the most common measurement of scale reliability.

Therefore, the internal consistencies of the constructs were measured through Cronbach's alpha coefficient (Nunnally & Bernstein, 1994).

AMOS 21.0 was used to apply confirmatory factor analysis. The validity of all the questionnaire items was tested through confirmatory factor analysis before analyzing the data. Lastly, SEM to confirm the

relationship between latent variables and observed variable and analyze the correlation of the latent variables and path analysis.

Chapter 4. Results

4.1. Descriptive analysis

A descriptive analysis was proceeded in order to identify the frequency and the demographic characteristic of the sample including analyzing the mean and standard deviation.

The descriptive statistics regarding the variables used for this study, servicescape, satisfaction with servicescape and repatronage intention are shown in Table 4.

4.2. Reliability test

This research adapts Cronbach's Alpha methods to evaluate reliability. Reliability is significantly higher when Cronbach alpha coefficient is greater than .80, and the reliability of the measurement items is relatively high when the coefficient is .70 or more. In general, a reliability of 0.6 or more is acceptable (Nunnally, 1967).

In this paper, Cronbach's Alpha value is calculated as shown in table 4 about layout accessibility, seating comfort, facility aesthetic, electronic

equipment, ambient conditions, cheering culture, satisfaction with servicescape and repatronage intention. Table 5 shows that the Cronbach's alpha value of all variables range from .915 to .960, indicating that the items are reliable.

4.3. Confirmatory factor analysis

Following the reliability analysis, confirmatory factor analysis (CFA) was to verify the validity of measured variables and performed in order to test model fit and construct validity-composed of convergent validity and discriminant validity. Goodness of fit for CFA was assessed with the ratio of chi-square to its degree of freedom, standardized root mean square residual (SRMR), comparative of fit index (CFI), Tucker-Lewis index (TLI), and root mean square error of approximation (RMSEA).

The preliminary CFA results is at the table 5. To enhance model fit, eliminate questionnaire with squared multiple correlations (SMC) < .4 since SMC reach to 1 means that questionnaire have high explanation. As shown at the table 6, this study eliminates total 7 questionnaires by consecutive order from lower SMC figure. First, eliminate FA5 (Facility layout are made easily to get to the food court) figured SMC = .367 and AM1 (The smells of

food and beverage in stadium makes me happy) figured $SMC = .324$ but still the model fit was not adequate.

Table 4. Descriptive and reliability analysis test result

Variable and Items		Average	<i>SD</i>
Layout Accessibility ($\alpha = .952$)	Signs at this stadium give clear direction of where things are located	5.30	1.39
	Signs are the stadium help me know where I am going.	5.32	1.36
	Overall, the facility layout makes it easy for me to find my destination.	5.22	1.41
Seating Comfort ($\alpha = .928$)	Seats in the stadium are comfortable to seat.	4.30	1.73
	The seating space between side by side is sufficient.	4.04	1.78
	The seating space between front and back is sufficient.	4.18	1.81
	Seats in the stadium have no problem with move in and out.	4.39	1.72
Facility Aesthetic ($\alpha = .943$)	Stadium's interior is well decorated.	5.00	1.62
	Restroom in a stadium stays clean.	4.76	1.66
	Kiosk in stadium stays clean.	5.02	1.37
	Entrance in stadium stays clean.	4.92	1.54
	Color of the stadium is harmonized.	4.95	1.68
	Illumination in the stadium is appropriate.	5.24	1.41
Electronic Equipment ($\alpha = .929$)	This Stadium has high-quality of electronic equipment.	5.44	1.47
	Electronic equipment in stadium add excitement to the game.	5.53	1.41
	Electronic equipment in stadium provide interesting statistics and information.	5.55	1.38

	Font size of the electronic equipment in stadium is easy to identify.	5.70	1.24
Ambient Conditions ($\alpha = .930$)	Roar of the crowd from stadium makes me more excited.	6.13	1.06
	Fast tempo of background music from stadium makes me more excited.	5.87	1.19
Ambient Conditions ($\alpha = .930$)	Loud volume of background music from stadium makes me more excited.	5.79	1.23
	I like the type of background music from stadium.	5.70	1.29
Cheering Culture ($\alpha = .929$)	Cheering with other people in stadium creates good atmosphere.	6.11	1.07
	Professional female cheerleader's cheering in stadium creates good atmosphere.	6.04	1.14
	Professional male cheerleader's cheering in stadium creates good atmosphere.	6.11	1.08
	Cheering with cheering tools creates good atmosphere.	5.90	1.21
	Cheering songs creates good atmosphere.	6.12	1.09
Satisfaction ($\alpha = .960$)	General environmental service of the stadium is as good as I expected.	5.40	1.27
	I satisfied with general environmental service.	5.35	1.32
	I satisfied spectating a game with environmental service in the stadium.	5.44	1.32
	Spectating a game with environmental service is exciting.	5.57	1.25
Repatronage Intentions ($\alpha = .915$)	I will recommend this stadium to other people.	5.82	1.20
	I would like to come this stadium by any chance.	5.84	1.21
	I would like to come this stadium no matter the ticket price is high.	5.85	1.26

Therefore, conducted elimination process once more for FA4

(Facility layout are made easily to get to the restroom) figured SMC = .440,

SC2 (The distance from seats to ground is adequate to watch games) figured

SMC = .486, AT1 (Exterior of the facility is attractive) figured SMC = .607,

RP3 (I would like to come this stadium no matter the ticket price are

Table 5. Factor loadings for confirmatory factor analysis before eliminate questionnaire

Variable	Items	Estimate	SE	CR
Layout Accessibility	Signs at this stadium give clear direction of where things are located	.920	-	-
	Signs are the stadium help me know where I am going.	.949	.031	32.628
	Overall, the facility layout makes it easy for me to find my destination.	.918	.035	29.475
	Facility layout are made easily to get to the restroom.	.663	.044	15.004
	Facility layout are made easily to get to the food court.	.605	.044	13.113
	Facility layout are made easily to get to the seat.	.711	.046	16.780
Seating Comfort	Seats in the stadium are comfortable to seat.	.856	-	-
	The distance from seats to ground is adequate to watch games.	.697	.046	15.032
	The seating space between side by side is sufficient.	.917	.046	23.715
	The seating space between front and back is sufficient.	.909	.047	23.369
	Seats in the stadium have no problem with move in and out.	.814	.049	19.123
Facility Aesthetic	Exterior of the facility is attractive.	.779	-	-
	Stadium's interior is well decorated.	.872	.061	18.416
	Restroom in a stadium stays clean.	.847	.063	17.709
	Kiosk in stadium stays clean.	.853	.052	17.889
	Entrance in stadium stays clean.	.862	.058	18.150
	Color of the stadium is harmonized.	.884	.063	18.765

	Illumination in the stadium is appropriate.	.837	.054	17.435
Electronic Equipment	This Stadium has high-quality of electronic equipment.	.864	-	-
	Electronic equipment in stadium add excitement to the game	.906	.043	23.578
Electronic Equipment	Electronic equipment in stadium provide interesting statistics and information	.899	.042	23.203
	Font size of the electronic equipment in stadium is easy to identify	.840	.040	20.435
Ambient Conditions	The smells of food and beverage in stadium makes me happy.	.569	-	-
	Roar of the crowd from stadium makes me more excited.	.788	.093	10.982
	Fast tempo of background music from stadium makes me more excited.	.929	.112	12.018
	Loud volume of background music from stadium makes me more excited.	.917	.115	11.941
	I like the type of background music from stadium.	.891	.119	11.767
Cheering Culture	Cheering with other people in stadium creates good atmosphere.	.860	-	-
	Professional female cheerleader's cheering in stadium creates good atmosphere.	.844	.051	20.367
	Professional male cheerleader's cheering in stadium creates good atmosphere.	.893	.046	22.626
	Cheering with cheering tools creates good atmosphere	.807	.056	18.880
	Cheering songs creates good atmosphere.	.855	.049	20.846
Satisfaction	General environmental service of the stadium is as good as I expected.	.920	-	-
	I satisfied with general environmental service.	.937	.033	31.890
	I satisfied spectating a game with environmental service in the stadium.	.948	.032	33.225

	Spectating a game with environmental service is exciting.	.901	.034	28.124
Repatronage Intentions	I will recommend this stadium to other people.	.878	-	-
	I would like to come this stadium by any chance.	.917	.042	24.968
	I would like to come this stadium no matter the ticket price are going up.	.697	.072	15.339
	I will revisit this stadium to watch a game.	.866	.047	22.228

going up) figured SMC = .486, FA6 (Facility layout are made easily to get to the seat) figured SMC = .505. After the elimination process, the model fit was adequate like as above.

Final results of the confirmatory factor analysis are shown in Table 6. In general, standardized factor loading rate is from .5 to .95 (Bagozzi & Yi, 1998). In this research, minimum factor loading rate is .804 and highest is .994. The SE and CR also resulted as reliable. Chi-square statistic was significant ($\chi^2 = 1162.389$, $df = 467$, $p < .001$), it is important to consider other fit indicates since the chi square statistic has shown to be sensitive to sample size (Hair et al., 2009). Other indices of measurement model fit adequately met the criteria suggested, CFI = .945, TLI = .938, SRMR = .041, RMSEA = .066 indicating acceptable fit shown at table 7.

Table 6. Factor loadings for confirmatory factor analysis after eliminate questionnaire

Variable	Items	Estimate	SE	CR
Layout Accessibility	Signs at this stadium give clear direction of where things are located	.924	.027	35.599
	Signs are the stadium help me know where I am going.	.972	-	-
	Overall, the facility layout makes it easy for me to find my destination.	.904	.030	32.662
Seating Comfort	Seats in the stadium are comfortable to seat.	.844	.038	23.134
	The seating space between side by side is sufficient.	.924	.034	28.909
	The seating space between front and back is sufficient.	.920	-	-
	Seats in the stadium have no problem with move in and out.	.812	.039	21.242
Facility Aesthetic	Stadium's interior is well decorated.	.849	.043	21.626
	Restroom in a stadium stays clean.	.854	.044	21.918
	Kiosk in stadium stays clean.	.863	.036	22.380
	Entrance in stadium stays clean.	.874	.040	22.948
	Color of the stadium is harmonized.	.876	-	-
	Illumination in the stadium is appropriate.	.839	.038	21.170
Electronic Equipment	This Stadium has high-quality of electronic equipment.	.864	.044	23.186
	Electronic equipment in stadium add excitement to the game.	.907	.040	25.863
	Electronic equipment in stadium provide interesting statistics and information.	.900	-	-

	Font size of the electronic equipment in stadium is easy to identify.	.840	.038	21.885
Ambient Conditions	Roar of the crowd from stadium makes me more excited.	.784	.049	17.202
	Fast tempo of background music from stadium makes me more excited.	.938	.049	22.982
	Loud volume of background music from stadium makes me more excited.	.922	.051	22.289
	I like the type of background music from stadium.	.884	.055	20.729
Cheering Culture	Cheering with other people in stadium creates good atmosphere.	.861	.042	22.643
	Professional female cheerleader's cheering in stadium creates good atmosphere.	.844	.046	21.728
	Professional male cheerleader's cheering in stadium creates good atmosphere.	.893	-	-
	Cheering with cheering tools creates good atmosphere.	.807	.051	19.935
	Cheering songs creates good atmosphere.	.854	.043	22.296
Satisfaction	General environmental service of the stadium is as good as I expected.	.919	.028	33.213
	I satisfied with general environmental service.	.937	.028	35.823
	I satisfied spectating a game with environmental service in the stadium.	.948	-	-
	Spectating a game with environmental service is exciting.	.901	.029	30.849
Repatronage Intentions	I will recommend this stadium to other people.	.887	.039	24.935
	I would like to come this stadium by any chance.	.911	-	-
	I would like to come this stadium no matter the ticket price is high.	.860	.042	23.305

Table 7. Fit indicates for structural equation model

Chi-square(x^2)	df	x^2/df	TLI	CFI	RMSEA	SRMR
1162.389	467	2.489	.938	.945	.066	.041

4.4. Convergent and discriminant validity test

Convergent validity was evaluated by computing the standardized regression weights and discriminant validity was tested using two standard-error interval estimate.

First, Convergent validity is computed based on consistency, goodness of model fit and factor loading of the latent variables. Higher convergent validity indicates better model fit. If Average Variance Extracted (AVE) of each factor is greater than the 0.5 and Construct Reliability(CR) of each factor is greater than 0.7, convergent validity of the measurement is considered to exist. The results of convergent validity test are as below table 8.

As shown on Table 8, CR value of all variables range from .812 to .936 and AVE value of all variables range from .52 to .78. Therefore, convergent validity test result is supported.

Table 8. Convergent validity test result

Variable	Validity	
	CR	AVE
Layout accessibility	0.912	0.776
Seating comfort	0.812	0.520
Facility aesthetic	0.876	0.540
Electronic equipment	0.877	0.641
Ambient conditions	0.912	0.722
Cheering culture	0.912	0.674
Satisfaction	0.936	0.785
Repatronage intentions	0.879	0.708

Second, Discriminant validity is evaluated using shared variance

such as squared correlation coefficient where high discriminant validity means greater extent to which one latent variable discriminates from other latent variables (Farrell, 2010). As shown on Table 9, all figures are not involved 1.0 on two standard-error interval estimate. Therefore, discriminant validity test result is supported.

4.5. Structural equation modeling

This study is an experimental design to test whether servicescape which is layout accessibility, seating comfort, facility aesthetics, electronic displays, ambient conditions and cheering culture have influence on consumer's satisfaction and it has significant influence on repatronage

intention. The casual relationship with variables and path of the research model is as figure 2.

Table 9. Test of discriminant validity

	Path	Cor.	S.E	(Cor-2) X.S.E	(Cor+2) X.S.E
Layout Accessibility	↔ Seating Comfort	0.59	0.15	-0.20	0.38
Layout Accessibility	↔ Facility Aesthetic	0.66	0.135	-0.18	0.36
Layout Accessibility	↔ Ambient Conditions	0.47	0.092	-0.14	0.23
Layout Accessibility	↔ Electronic Equipment	0.60	0.11	-0.15	0.29
Layout Accessibility	↔ Cheering Culture	0.46	0.081	-0.12	0.20
Layout Accessibility	↔ Satisfaction	0.66	0.11	-0.15	0.29
Layout Accessibility	↔ Repatronage Intentions	0.64	0.1	-0.14	0.26
Seating Comfort	↔ Facility Aesthetic	0.78	0.186	-0.23	0.52
Seating Comfort	↔ Ambient Conditions	0.40	0.113	-0.18	0.27
Seating Comfort	↔ Electronic Equipment	0.63	0.144	-0.20	0.38
Seating Comfort	↔ Cheering Culture	0.37	0.099	-0.16	0.23
Seating Comfort	↔ Satisfaction	0.71	0.147	-0.19	0.40
Seating Comfort	↔ Repatronage Intentions	0.55	0.123	-0.18	0.31
Facility Aesthetic	↔ Ambient Conditions	0.52	0.107	-0.16	0.27
Facility Aesthetic	↔ Electronic Equipment	0.77	0.139	-0.17	0.39
Facility Aesthetic	↔ Cheering Culture	0.47	0.093	-0.14	0.23
Facility Aesthetic	↔ Satisfaction	0.85	0.142	-0.16	0.41
Facility Aesthetic	↔ Repatronage Intentions	0.73	0.121	-0.15	0.33
Electronic Equipment	↔ Ambient Conditions	0.61	0.094	-0.13	0.25
Ambient Conditions	↔ Cheering Culture	0.77	0.08	-0.10	0.22
Ambient Conditions	↔ Satisfaction	0.59	0.091	-0.13	0.24
Ambient Conditions	↔ Repatronage Intentions	0.65	0.085	-0.12	0.22
Electronic Equipment	↔ Cheering Culture	0.57	0.083	-0.12	0.21
Electronic Equipment	↔ Satisfaction	0.76	0.113	-0.14	0.31
Electronic Equipment	↔ Repatronage Intentions	0.69	0.099	-0.13	0.27
Cheering Culture	↔ Satisfaction	0.63	0.082	-0.11	0.22

Cheering Culture	↔	Repatronage Intentions	0.70	0.078	-0.10	0.21
Satisfaction	↔	Repatronage Intentions	0.86	0.105	-0.12	0.30

To verify the hypothesis of this study, the standardization path coefficient and the significance test of the study model were tested. The standardized path coefficient for the study model is shown in Figure 2 and the standardized factor load for each factor indicating $-.05 \sim .75$. The results of significance test between each potential variable and standardization path coefficient are shown in Table 9.

H1: Layout accessibility will have a positive effect on consumers' satisfaction.

The standardized path coefficient representing the relationship between the two variables was $.84(p < .05)$. Thus hypothesis 1 was supported.

H2: Seating comfort will have a positive effect on consumers' satisfaction.

The standardized path coefficient representing the relationship between the two variables was $.46(p < .05)$. Thus hypothesis 2 was not supported.

H3: Facility aesthetics will have a positive effect on consumers' satisfaction.

Table 9. Significance test results of the research model

Path		Estimate	SE	CR
Layout Accessibility	→ Satisfaction	.084*	.037	2.268
Seating Comfort	→ Satisfaction	.046	.037	1.251
Facility Aesthetic	→ Satisfaction	.467***	.056	8.374
Electronic Equipment	→ Satisfaction	.111*	0.53	2.095
Ambient Conditions	→ Satisfaction	-.050	.056	- .885
Cheering Culture	→ Satisfaction	.381***	.064	5.947
Satisfaction	→ Repatronage Intention	.746***	.038	19.571

Note. Estimate = estimate of regression weights; SE = standard error; CR = critical ratio. (* $p < .05$; ** $p < .01$; *** $p < .001$)

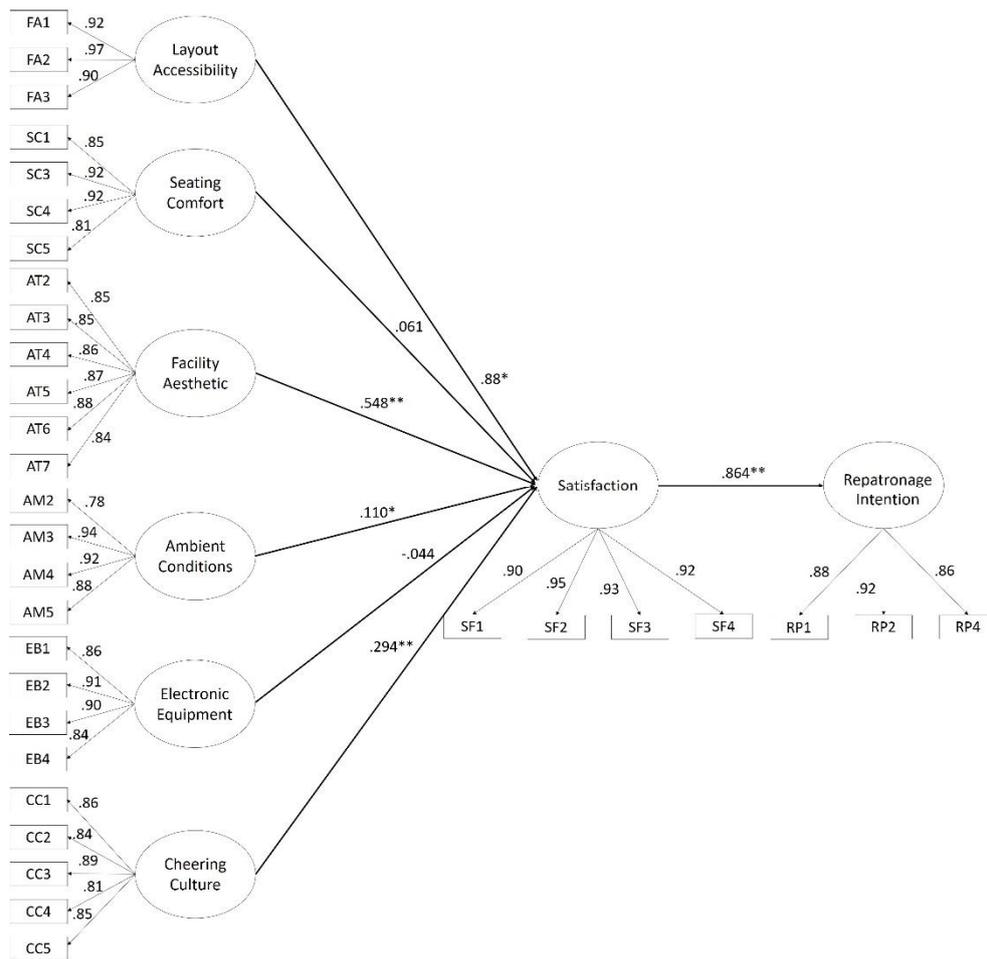
The standardized path coefficient representing the relationship between the two variables was .46($p < .05$). Thus hypothesis 3 was supported.

H4: Electronic equipment will have a positive effect on consumers' satisfaction.

The standardized path coefficient representing the relationship between the two variables was .11($p < .05$). Thus hypothesis 4 was supported.

H5: Ambient condition will have a positive effect on consumers' satisfaction.

Figure 2. Structural equation model



The standardized path coefficient representing the relationship between the two variables was $-.05(p < .05)$. Thus hypothesis 5 was not supported.

H6: Cheering culture will have a positive effect on consumers' satisfaction.

The standardized path coefficient representing the relationship between the two variables was $.38(p < .05)$. Thus hypothesis 6 was supported.

H7: Satisfaction with servicescape will have a positive effect on repatronage intentions.

The standardized path coefficient representing the relationship between the two variables was $.75(p < .05)$. Thus hypothesis 7 was supported.

Chapter 4. Discussion

5.1. Summary of key finding

Many of previous studies had been emphasized importance of baseball stadium's servicescape. This study also illustrates that the servicescape in Korea professional baseball stadium has a relatively consistent and strong effect on consumer's satisfaction and repatronage intention. This finding provide support for the central premise of this study that the most of servicescape factor has an important determinant of consumer's behavioral intentions. The results of the research are as follow and two of hypothesis results are different with previous related studies results.

First, four of environmental dimension which was layout accessibility, facility aesthetics, electronic equipment and cheering culture have positive impact on consumer's satisfaction.

Same as previous studies, consumer spent times not only just game itself but also experience service facility such as concession or special zone. Consumer are likely to evaluate the attractiveness of the exterior of the facility and those are impact on their satisfaction. In addition, stadium interior design and color of facility also proved as important evaluation factor for consumer. Recently, new built baseball stadiums in Korea provide various kind of ancillary service areas for their consumer. Those areas are attractive for consumer to spend their time more enjoyable.

Electronic equipment delivered managed information about player and score with adequate well readable font size. Also instant replay video at modern graphic high quality scoreboards generate consumer's satisfaction and excitement.

Cheering culture was new servicescape factor on Korea baseball stadium. In (2016) and lee (2017) reviewed studies of cheering culture and this study also revealed cheering with other people at good atmosphere perceived as positive on consumer's emotion and cheerleader motivate people to participate more deeply in game.

Second, two of environmental dimension which was seating comfort and ambient condition have no impact on consumer's satisfaction.

Different with Wakefield (1996), Hwang (2012) and Cho (2011) study, seating comfort are not influenced on consumer's satisfaction. However, those studies were published before new stadiums in Korea were built. Recent study by In (2016) also mentioned seating comfort have no significant impact on consumer's satisfaction. Now consumer have wide choice to choose. They can pay different by seats according to their taste.

Expensive seat with private room and table seat for food. People who hope to feel more aggressively there cheering atmosphere they choose bending chair seat.

Another reason is food serving style gets changed such as bento style contains various food in one container which means people who seats at bending chair they can enjoy their food much easier.

Regulation of baseball stadium also getting changed such as consumer are not able to bring can style of drinks and size of bottle is limited. Big baggage and strong alcohol is also not allowed. It helps people to enjoy game more in good condition and able to prevent inconvenient problem from next, front or back side of seats.

Third, Consumer's satisfaction with servicescape have strongly positive impact on repatronage intention. This finding illustrates the

importance of the servicescape in baseball stadium to keep customer coming back and give satisfied experience.

5.2. Theoretical and practical implication

This study contains various theoretical and practical implications.

Though the many years of the consumer's response on servicescape at baseball stadium, this study is the first study to involve cheering culture into environmental dimensions of servicescape.

First, result of cheering culture of this study was as initially expected. Korea baseball cheering culture is unique by teams. Cheering practice in Korea baseball stadium is very professional but easy to participate even for first came visitor. Based on this study research, cheerleader could reference to designing cheering tool that people have huge passionate on cheering with other people and satisfied with uplifted atmosphere. From a practical standpoint, cheering is very good chance to transfer new customer as consistent consumer since cheering at baseball stadium could leave pleasant memories to non-baseball fans and let them feel escaping from the daily life.

Second, it was possible to discern seating comfort have not significant relationship with satisfaction. But make this relationship more tightened, reinforce regulation on allowance items could be an idea. Since the regulation of allowance items have been thorough people's dissatisfying with seating have disappeared. Create more comfortable seating environment will enhance consumer's satisfaction since it is not possible to change exist seats in stadium.

Third, this study illustrate relationship with servicescape factor and satisfaction and it shows that not always well set condition of environmental dimension impact directly on consumer. Therefore, it is foothold for future research to investigate more concrete measurement on environmental factor by consumer's preference.

5.3. Limitation and future research direction

This study devoted effort on discovering which servicescape factor are significantly effect on consumer's satisfaction and repatronage intention. Developing previous study on servicescape, this was the first study to add cheering culture as new servicescape factor. Although this research has provided theoretical and managerial implications, there are some limitations as below and future study can redeem and develop of study.

First, this study does not address amount of each figure's extent such as how much of illumination, decibel and tempo will influence on consumer's satisfaction. In a broader managerial point, qualitative and observational methodologies could provide additional insights. Through these, study might gain a richer understanding of how consumers attend to environmental cues and what interpretations they draw from them. Furthermore, Consumer's service preference and consumption pattern are getting changed not even baseball stadium but also on other leisure service. Service management on baseball stadium need to meet demands of fast changing times.

Second, Data were not collected in a position to observe and experience the servicescape directly so it was difficult to generalized the result. Majority of participants were from Seoul and Gwangju city. Therefore, survey was biased by certain few stadiums. It may come out with different results if the participants are distributed equally by all stadiums.

Third, designing questionnaire about satisfaction and repatronage intention in psychological aspect will make study more professional. Since the limitation of questionnaire about satisfaction and repatronage intention, in-depth study is needed. Moreover, opportunity exists to study more closely

the effects of ambient condition and clarify the difference between cheering culture and ambient condition.

Lastly designing expanded servicescape dimension will worth to study. This study also added cheering culture as new factor but still few dimensions are involved in servicescape division. Future research needs to verify the more factors on servicescape.

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국 문 초 록

프로야구 경기장 서비스스케이프가

관람객입에 미치는 영향

이 부 영

글로벌스포츠매니지먼트 전공

체육교육과

주어진 시간에 보다 주의를 집중하여 즐겁게 관람할 수 있도록 관중을 몰입 시킬 수 있어야 한다. 본

연구의 목적은 프로야구 경기장에서 서비스 스케이프가 관중에게 미칠 수 있는 긍정적 감정과 관람 만족에

미치는 영향을 고찰하며 이를 통해 고객 충성도가 높은 팬 층을 확보하고 관중의 수를 증가시킬 수 있는 효과적인

마케팅 전략을 제고하기 위함이다.

최근 소비자 소비 성향에 따라 경기, 경기장, 이벤트 룩(look)이 강조되고 있다. 특히 대한민국의

많은 프로야구는 경기 뿐 만 아니라 경기 외적인 요소 (예를 들어 야구 용품점, 식음료 점, 어린이 및 가족

존(zone), 스포츠 펍(pub) 등)과 같은 다양한 마케팅 활동이 이루어 지고 있으며 실내 배구, 농구 그리고 축구

또한 팬 층 확보를 위해 위와 같은 마케팅 전략 방식을 따르고 있다. 더구나 2002 월드컵, 2014

인천아시아경기대회, 2015 광주유니버시아드대회, 2018 평창동계올림픽과 같은 국제스포츠이벤트를 위해

종합운동장, 야구 및 축구 경기장, 수영장 등 새로운 시설이 설립 되었다. 프로 야구의 경우 2011년 연간

관중수가 600 만 명을 돌파한 이래 2015년에는 525 경기만에 600 만 관중을 넘었으며 높아지는 관심의 이유 중

하나는 더욱 안락하고 편리한 환경 제공으로 보인다. 이러한 관점에서 팀 경기력 향상과 여성 팬 층 확보를

위해 각 구단들의 관심과 노력이 병행되어야 한다. (정영열, 김진규, 2014). Bitner(1992)는 기업과

소비자간에 발생하는 상호작용으로 시설의 내부와 외부 환경을 조정하는 서비스 스케이프 (Servicescape), 새로운

패러다임을 제시했다. Sigawaw 와 Cathy(1999)는 호텔의 분위기에 대한 실험연구에서 건축스타일은 성공적인

호텔과 유망성부분에서 호텔고객의 인상에 영향을 미치는 연구결과를 발표하였다. 또한 Wakefield 와 Blodgett (1996)는 레저 서비스의 지각된 서비스 환경의 품질과 구매의도에 미치는 영향 연구에서 레저 서비스의 물리적 환경을 배치접근성, 시설의 미관성, 좌석 안락성, 전광판, 환경조건, 응접문화로 구분하였다. 때문에 서비스 산업에서 제공되는 분위기 및 구조는 매우 중요한 변수가 될 수 있다. 더욱이 사람들의 변하는 라이프스타일 구조에 따라 욕구중심의 기대가 높아지고 있기 때문에 이에 발 맞춰 경기장에 오는 관람객에게 경기 이외의 다양한 만족을 안겨주어야 재방문 및 높은 팬 층을 확보할 수 있다. 지금까지 프로스포츠와 물리적 환경의 관계를 다룬 연구들(박홍식, 2006; 허진, 2014; 허진, 김용만, 김세은, 이정수, 2011)은 매우 제한적으로 진행되었고, 특히 프로구단에서 제공되는 서비스스케이프에 따른 관중들의 감정과 만족도의 관계를 규명한 연구는 매우 부족한 실정이기 때문에 다양한 측정 변수를 통한 연구가 진행되어야 할 시점이라고 생각한다.

따라서 지속적인 프로야구의 발전을 위해 반드시 필요한 고객으로서의 관중 증대를 위한 방안으로 새로운 접근을 시도함으로써 기존의 연구에서 발견하지 못한 서비스 내적이며서도 상당히 섬세한 요소인 다양한 서비스 스케이프 요인에 대한 평가를 측정하고자 한다. 또한 관중의 평가가 감정 반응과 만족도에 어떤 영향을 주고 있는지 파악하여 더욱 가깝고 고급화된 경기장 인테리어와 함께 경기장 건설 및 리모델링을 계획할 수 있는 지침서 역할을 하고자 한다. 종합적으로 본 연구는 프로야구단이 제공하는 서비스 스케이프 요인이 관중의 긍정적 감정과 관람 만족에 미치는 영향력 관계를 규명하여 실질적으로 활용이 될 수 있는 자료를 제시하는데 그 목적이 있다.

