

# **(SP) CLIENTS SATISFACTION ANALYSIS: TOWARDS A NEW MODEL OF MANAGEMENT BASED ON THE QUALITY FOR THE LOCAL SPORT SERVICES**

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## **Introduction**

The increase of sport practice has evolved and they are new demands arising continuously. Traditionally, the towns with better intention than management criteria have tried to foment the sport, using in many occasions strategies of imitation or intuition to develop their growth.

Sport services have been managed for the clients without counting on them, organizations who do not listen, without an interaction and a trustworthy knowledge of their demands. This has been able to cause what Mullin, Hardy and Sutton (1999) denominated as myopia in the supply of the sport which can make difficult the effectiveness of its management. Among the previous studies it is necessary to emphasize two tendencies that traditionally have served as reference for many studies. On one side there is the North American tendency of Zeithaml, Parasuraman and Berry (1988) and on the other hand, the Nordic flow of Christian Grönroos (1984).

## **Objective**

We could summarize the objective of the study saying that the purpose of the investigation is centred in analyzing and determine the satisfaction of the clients with the quality that the local sport services of more than 5000 inhabitants offer in a concrete reality: Castilla La Mancha. Of this primary target the following hypothesis sublimes: *"the quality of a local sport service is related directly to the degree of satisfaction of the people who use it"*.

## **Methods**

The study is based mainly on determining the satisfaction of the clients through a survey of satisfaction in town of more than 5000 inhabitants in Castilla La Mancha. In this context the universe of the study is referred to the inhabitants from towns of more than 5000 of Castilla La Mancha, from which it obtained a sample of 21 local sport services with a total of 5517 surveys with a level of confidence of 95.5% and a margin of error of the 2,91.

For the statistical treatment of the data an Excel page was used, the statistical package SPSS v. 11.0 and the PcGive program, making two types of analysis of the data.

The first to describe the present situation, through a descriptive statistical analysis studying the averages, maximums and minimums, and a factorial analysis. We used this to make a prospective, through an econometric model, with the possibilities of simulation that offers this procedure of analysis.

## **Results**

In a descriptive statistical analysis, it has been observed that the aspect better valued is the attention of the professor with 5.93 points in a scale from 1 to 7, which can be considered to be very positive; whereas, the aspects that display a greater degree of dissatisfaction are the amount and variety of facilities and the publicity to make the sport offer that do not surpass the 5 points.

Later, an exploratory factorial analysis was made in which for the extraction of the main components a matrix of the rotated components was made leaving 6 factors defined as the representatives of such. These factors were the cost factor, the personnel factor, the sport facilities factor, the general operation factor, the quality and the complaints factor, suggestions and claims.

The global average of the total of the studied factors is 5.19 points in a scale from 1 to 7. Emphasizing over this average the personal factor and underneath, without arriving at the 5 points, the sport facilities factor.

## **Conclusions and Discussion**

Within the obtained conclusions, those that we have considered more relevant are the following ones:

- In the first place, we concluded affirming that the satisfaction is the final result of a psychological process in which multiple factors and mechanisms take part, described generally as a later phenomenon to the benefit and use of the service.
- It is accepted that a series of indicators of the quality of service exists that are the determinants of the satisfaction of the clients. These indicators can be grouped in factors that are identified, mainly, with the effective management of the resources available for the benefit of services.
- We understand that the satisfaction that is perceived with the quality of a sport service is a complex concept, since the valuation on the part of the clients incorporates a subjective component, which requires the use of several tools to have a global vision of the relations that take place. We considered at least two visions: one, of the people who know the procedures of the organization that serves; and another one, the one of the clients.
- We can affirm that the global valuation that the clients do of the municipal sport services of more than 5000 inhabitants of Castilla La Mancha is quite positive granting a valuation of 5.19 in a scale from 1 to 7.
- The clients who value more the analyzed sport services are the women, who are more satisfied with the quality which is offered by the local sport services. According to the age groups, the clients who value more positively the quality of municipal sport services are those of 55 years and over and in populations of about 15.000 to 25.000.

It is necessary that the local sport services are more and more effective in the handling of the resources available and manage to answer to the necessities of the clients through a benefit of the services oriented towards the quality through a planning and anticipation in the time. And one of the forms is knowing its satisfaction. Since a management based on the quality implies to assume the satisfaction of the clients like main axis of the improvement process, to have the demands of the clients like reference of the management and adopting a culture based on the continuous improvement in an attempt to advance towards the excellence.

This must be the bet of the sport services that want to be different with a good management and with clients satisfied with the services that are offered.

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