

# Determining the Factors Affecting the Satisfaction of Sports Complex Members: A Case Study on Bullseye Athletics

Burak YAPRAK<sup>1</sup>

## Abstract

Major reasons such as the transition from the hunter-gatherer to the industrial society, changing and transforming lifestyles and the increasing accessibility of technological opportunities allow individuals to complete their daily tasks with less mobility. In addition to the fact that individuals can fulfill their duties with less energy, the adoption of fast-food culture causes obesity, which is becoming an increasingly important problem all over the world. Individuals facing obesity often prefer to be "customers" of healthy living and sports centers, especially fitness centers, as they do not include mobility in their daily routines. As a service business, fitness centers are starting to care more and more about the satisfaction of their members who have a wide variety of motivations such as losing weight, being healthy, having a beautiful appearance or socializing. The purpose of this study is to determine the impact of equipment qualification, trainer qualification, management commitment to service quality, interaction with others, and complementary services on fitness center member satisfaction levels. The data collected from 436 members of a fitness center serving in Balıkesir, Bandırma was analyzed employing the SmartPLS using the partial least squares structural equity modeling. According to the results of the path analysis, it was concluded that equipment qualification, trainer qualification, management commitment to service quality, and complementary services do not have significant effect on satisfaction levels of the fitness center members, and interaction with others had a significant effect on the satisfaction.



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*Keywords:* consumer behavior, equipment qualification, trainer qualification, complementary services, satisfaction.

<sup>1</sup> Dr. Öğr. Üyesi, Yönetim ve Organizasyon, Bandırma Meslek Yüksekokulu, byaparak@bandirma.edu.tr, 0000-0001-9831-0813

# Spor Kompleksi Üyelerinin Memnuniyetini Etkileyen Faktörlerin Belirlenmesi: Bullseye Athletics Örneği

Burak YAPRAK<sup>2</sup>

## Öz

Endüstri toplumuna geçiş, değişen ve dönüşen yaşam tarzları ve günümüzde teknolojik imkanların erişilebilirliğinin artması gibi temel nedenler, bireylerin günlük görevlerini daha az hareket ederek tamamlayabilmesine olanak sağlamaktadır. Bireylerin daha az hareket ederek görevlerini yerine getirebilmesinin yanında hızlı yemek kültürünü de benimsemesi hem dünyada hem de ülkemizde her geçen gün daha önemli bir sorun haline gelen obeziteye sebep olmaktadır. Obezite ile karşı karşıya kalan bireyler ise gündelik rutinlerine hareketliliği dahil etmedikleri için, genellikle, fitness salonları başta olmak üzere sağlıklı yaşam ve spor merkezlerinin “müşterisi” olmayı tercih etmektedir. Birer hizmet işletmesi olarak spor kompleksleri ise kilo vermek, sağlıklı olmak, güzel bir görünüme sahip olmak veya sosyalleşmek gibi çok çeşitli motivasyona sahip üyelerinin memnuniyetini her geçen gün daha fazla önemsemeye başlamaktadır. Bu çalışma kapsamında ekipman niteliği, antrenör niteliği, yönetimin hizmet kalitesi vaadine bağlılığı, diğer üyelerle etkileşim ve tamamlayıcı hizmetlerin fitness merkezi üyelerinin memnuniyet düzeyleri üzerindeki etkisinin belirlenmesi amaçlanmaktadır. Balıkesir Bandırma’da faaliyet gösteren bir fitness merkezinin 436 üyesinden anket yoluyla toplanan veriler, kısmi en küçük kareler yapısal eşitlik modellemesi kullanılarak SmartPLS programı yardımıyla analiz edilmiştir. Yapılan yol analizi sonuçlarına göre, ekipman niteliği, antrenör niteliği, yönetimin hizmet kalitesi vaadine bağlılığı ve tamamlayıcı hizmetlerin fitness merkezi üyelerinin memnuniyet düzeyleri üzerinde anlamlı bir etkisinin olmadığı ve yalnızca diğer üyelerle etkileşim değişkeninin üyelerin memnuniyeti üzerinde anlamlı bir etki olduğu sonucuna ulaşılmıştır.

**Anahtar sözcükler:** tüketici davranışı, ekipman niteliği, antrenör niteliği, tamamlayıcı hizmetler, memnuniyet.



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<sup>2</sup> Assist. Prof., Management and Organization, Bandırma Vocational School, byaprak@bandirma.edu.tr, 0000-0001-9831-0813

## Introduction

Obesity has been increasing at epidemic rates in recent years and causes many health problems, especially cardiovascular diseases, and even deaths. According to the World Health Organization (2017), approximately four million people die each year due to obesity. One of the most important reasons underlying the transformation of obesity into an epidemic is the dramatic decline in physical activity (Lavie et al., 2014).

The shift from the hunter-gatherer to the industry community allows people to do their daily duties with less mobility, as people enhance the accessibility of their changing lifestyles and amenities. Aside from the capacity of individuals to complete their work with less activity, the adoption of fast-food culture is the underlying reason of each obesity's increase. Individuals facing obesity often join health and sports, especially in fitness centers, and aim to meet mobility needs in these facilities, as they do not include mobility in their daily routines. Apart from the aim of losing weight, individuals' adoption of healthy lifestyles (Suwono & Sihombing, 2016) and taking care of their appearance (Maguire, 2002) are increasing their interest in fitness centers. However, the culture of physical activity in fitness centers started with the formation of modern society, especially towards the end of the 19th century, and has been developed continuously (Andreasson & Johansson, 2014).

According to Statista (2021) there are around 205,000 health and fitness facilities globally. Apart from municipal and non-profit health and fitness clubs that demand specific loyalty membership, many fitness centers are for-profit and serve their members as a business. Because fitness facilities are for-profit, they treat their members as "consumers" and aim to increase perceived quality. Paoli and Bianco (2015), for instance, argue that the ability of exercise equipment to respond immediately to ever-changing member needs is the most influential factor for improving the perceived quality of fitness centers, whereas Goćłowska and Piątkowska (2017) argue that fitness center managers must have a better understanding of member expectation. Thus, the main aim of this study is to determine the impact of equipment qualification, trainer qualification, management commitment to service quality, interaction with others, and complementary services on fitness center member satisfaction.

## Literature Review and Hypotheses Development

The conceptualization and measurement of service quality have been an ongoing debate in the marketing literature for decades. Despite the ongoing controversy, there are basically two approaches. The first is the Scandinavian approach conceptualized by Grönroos (1984), while the second is the American approach first framed by Parasuraman et al. (1985) and reframed in 1988. The basis of service quality theories is actually based on the expectation-confirmation theory, which explains how to increase product quality and customer satisfaction. According to the Scandinavian approach, perceived service quality is based on the comparison of expected and perceived quality. Expected service quality is the customer's expectation of the provided service, while perceived quality is the customer's perception of how the service is provided (Brady & Cronin, 2001; Ecevit & Akturan, 2017). According to the Scandinavian approach, perceived service quality dimensions are functional and technical quality. The second service quality conceptual model is the American approach. This

approach, developed by Parasuraman et al. (1985) and named SERVQUAL, is also based on the expectation-confirmation. In 1988, the dimensions that were seen to be related to each other were revised, and a 5-dimensional model was re-framed as reliability, responsiveness, empathy, assurance, and tangibles (Parasuraman et al., 1988).

Specifically, in the fitness industry, the maxim is basically that "customers perceptions of service quality should be a priority for fitness clubs to increase their customers" repurchase intentions" (Choi, 2001). In the extant literature, there are theoretical and empirical studies based on the service marketing literature that measure the perceived service quality and satisfaction level of individuals with respect to living spaces, recreation centers, sports facilities, and/or fitness centers where they spend their leisure time (Alexandris & Palialia, 1999; Memiş & Ekenci, 2007; Güdül, 2008; Thamnopoulos et al., 2012; Kim & Han, 2013; Sevilmiş, 2015; Yildiz et al., 2018; Castillo-Rodriguez et al., 2019; Çalışkan & Erdoğan, 2022). For instance, Memiş and Ekenci (2007) reveal that the effect of the physical environment of the facility and the level of service quality on the satisfaction of the members of the sports facility. On the other hand, Güdül (2008) argues that the knowledge and education level of trainers affect the satisfaction of fitness center members. In another empirical study, Kim and Han (2013) unveil that service quality positively affects member satisfaction and loyalty. Yildiz et al. (2018) state that member satisfaction in fitness centers that offer physical exercise opportunities can be achieved by improving service quality. The results of another recent study conducted in three different gyms in Spain revealed that activity area, locker room, suitability of activity programs, and trainer competence are key concepts in creating customer satisfaction and loyalty (Castillo-Rodriguez et al., 2019).

There are many different approaches and conceptual/empirical models used by different researchers in measuring service quality perceived by gym or fitness center members as customers from gyms as service providers (Papadimitriou & Karteroliotis, 2000; Chang & Chelladurai, 2003; Castillo-Rodriguez et al., 2019). For example, according to the QUESC (quality expectations in private sport and fitness centers) model developed by Papadimitriou and Karteroliotis (2000), service quality in such businesses consists of instructor quality, facility attraction and operation, program availability and delivery, and other service variables. The Scale of Quality in Fitness Services (SQFS) measurement model framed by Chang and Chelladurai (2003) consists of 79 items and 8 subdimensions. Overall quality consists of three main dimensions: input, throughput, and output. The input dimension embraces service climate, management commitment to service quality, and programming, while the throughput dimension includes interactions, the physical environment, other clients, and service failure and recovery. Last but not least, in the output dimension, perceived service quality is included as a response. The Service Quality Assessment Scale (SQAS) for health-fitness clubs developed by Lam et al. (2005) includes the variables of staff, program, locker room, physical facility, workout facility, and child care. The variables in the model measuring service quality in fitness centers framed by Hsueh and Su (2013) are reactivity, credibility, empathy, and reliability, based on the service quality model created by Parasuraman et al. (1988). In Bandyopadhyay's (2018) study, service quality variables in fitness services are considered reliability, customer-orientedness, convenience, and ambiance respectively. In the Evaluation of Perceived Quality in Sports Services (CECASDEP)

model developed by Castillo-Rodriguez et al. (2019), the variables are listed as follows: sports installations, customer service, activity space, locker rooms, a program of activities, and trainers.

The current study examines the effects of equipment qualification, trainer qualification, management commitment to service quality, interactions with other members, and complementary services on gym member satisfaction (see Figure 1).

### **Equipment Qualification**

The most important indicators of the physical evidence component, which is theoretically considered in the service marketing mix since the services started to be subject to marketing (Gummesson, 1987, 1999), in terms of sports complexes are the treadmills, benches, dumbbells, barbells, pilates mats and similar equipment offered by the gym to the members. Considering that customers are affected by the physical environment during both the production and consumption of services, physical evidence such as the quality of equipment in the service delivery environment is very important for the satisfaction of members (Ko & Pastore, 2005). Customers' perceptions of service quality are influenced by the adequate number of exercise equipment, the variety of exercise equipment, the appropriateness of exercise equipment for the present, the safety of exercise equipment, and the fact that exercise equipment is safe and always in proper and trouble-free working order (Uçan, 2007). For example, Laurila (2018) found that a significant proportion of gym facility members want all machines and weights to be safe and in good working order and well maintained. Thus, the following hypothesis is proposed:

H<sub>1</sub>: Equipment qualification has a positive and direct effect on satisfaction.

### **Trainer Qualification**

The staff of a health-fitness club represents the organization and introduces the service directly to the customer (Shostack, 1977). The staff's appearance, attitude, knowledge, and courtesy have a direct impact on the customer's perception of service quality. Mudie and Cottam (2010) stated that during a service encounter, the customer will interact with animated objects (service workers), and therefore qualities such as knowledge and courtesy of the service staff are very important. Saraç (2018) argues that there is a relationship between the competence and behavior of sports trainers working in health-fitness centers and member satisfaction. Based on this, the following hypothesis is proposed:

H<sub>2</sub>: Trainer qualification has a positive and direct effect on satisfaction.

### **Management Commitment to Service Quality**

Management commitment to service quality is defined as managers taking visible quality leadership for the adoption and implementation of quality, including the conscious choice of quality initiatives as operational and strategic options for the service organization (Kim et al., 2009). In other words, management commitment to service quality is the empowerment of employees by clearly defining the division of labor and specialization in the organization, and customers are aware of who they can contact in case of any service failure. Dias et al. (2019)

argue that managers should be committed to implementing quality initiatives to increase customers' personal involvement and satisfaction with the services provided, which can make a significant contribution to customer retention in fitness clubs. Based on this, the following hypothesis is proposed:

H<sub>3</sub>: Management commitment to service quality has a positive and direct effect on satisfaction.

### Interactions with Others

Although it is considered that a gym member primarily interacts with the receptionist (if any), trainers, and auxiliary service personnel in the facility through interpersonal and task interaction, the other factor that determines the quality perceived by the members is the interaction with other gym members. Interaction is an important stage in the perception of service quality in sports activities. There are two types of interaction. One is the interaction between the service provider and the customer, and the other is the interaction between customers (Zeithaml et al., 1994). Considering that the service is produced and consumed simultaneously and that more than one person benefits from this service (for example, more than one person waits for service at the hotel), other customers also have a significant impact on service quality and therefore satisfaction (Chang & Chelladurai, 2003). Since "fellow customers" are present together in the service environment, they can influence the service outcome and/or the service process (Grove and Fisk, 1997). For instance, Afthinos et al. (2005) report in their empirical study that members' interaction with other members is a highly important factor for members with high quality expectations from fitness centers. Based on this, the following hypothesis is proposed:

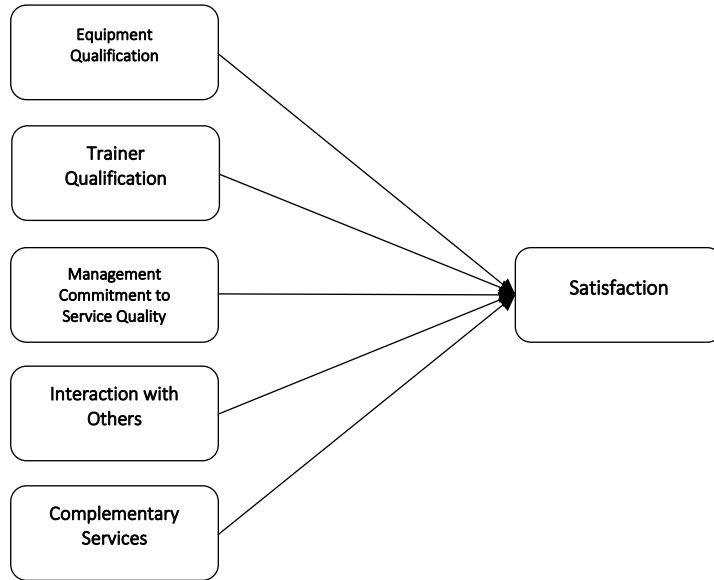
H<sub>4</sub>: Interaction with others has a positive and direct effect on satisfaction.

### Complementary Services

Expected service quality is often affected by customers' previous experience with a similar or complementary service (Howat et al., 1995). Complementary services, which are usually ignored in the measurement of service quality in sports facilities, are actually different from the services considered as "other services" variables by Papadimitriou and Karteliotis (2000) in the present study. In Papadimitriou and Karteliotis' (2000) study, the "other services" variable consisted of emergency procedures, security of member possessions, a reasonable price, and suitable timetables, while in the current study, similar to Vieira and Ferreira (2018), it includes elements such as children's services, saunas, and personalized programs. In their empirical study, Vieira and Ferreira (2018) show that complementary services are key factors in the strategy of fitness clubs. Based on this, the following hypothesis is proposed:

H<sub>5</sub>: Complementary services has a positive and direct effect on satisfaction.

Figure 1. Research Model



## Method

### Sampling and Data Collection

Since the study is a case study, Bullseye Athletics' active gym members in Bandırma, Balıkesir, Turkey are the universe of this study. The survey forms were delivered to 600 active members, who completed it individually, under the supervision of the fitness center administrators. The self-administered questionnaire was conducted primarily to reduce the possibility of investigator and/or interviewer interference (Oppenheim, 1992). At the end of the procedure, 436 members (72.6% response rate) completed surveys. G\*Power offers 138 samples for 5 predictors of the model with a medium effect size ( $f^2=0.15$ ) based on Cohen's (1988) sample power analysis method for empirical research in behavioral sciences. With 436 individuals, sample size exceeds this threshold and is acceptable.

### Measurement

The survey form consists of two main parts: descriptive statistics of the participants and items that test the construct of the research. The scales and items used in the research were used by Sevilmiş (2015) using the Sports Institutions Customers Satisfaction Scale (SICSC), which was used based on the studies of Nagel (2006), Roth (2007), and Dürr (2008).

## Data Analysis

Partial Least Squares Structural Equation Modeling (PLS-SEM) is employed to evaluate the proposed theoretical model and assumptions (Hair et al., 2021). Because the purpose of this study is to determine the factors affecting the satisfaction of active gym members; PLS-SEM as the most advanced variance-based system with bootstrapping procedures and a non-parametric approach; as an integrated measurement with concepts that cannot be measured directly, but deduced from statements; performed relatively well. As a result, SmartPLS3 v.3.3.5 two-stage approach was adopted in this study (Hair et al., 2013; Ringle et al., 2015).

## Findings

Table 1 presents data on the demographics of participants.

Table 1. Participants Profile

Measure	Items (codes)	F	%
Gender	Female (1)	134	30.7
	Male (2)	302	69.3
Age	18-24 (1)	76	17.4
	25-31 (2)	116	26.6
	32-38 (3)	126	28.9
	39-45 (4)	57	13.1
	45+ (5)	61	14.0
Marital Status	Married (1)	220	50.5
	Single (2)	182	41.7
	Divorced (3)	12	2.8
	Prefer not to says (4)	22	5.0
Membership Period	0-3 month(s) (1)	132	30.3
	4-7 months (2)	69	15.8
	8-11 months (3)	72	16.5
	1-2 year(s) (4)	81	18.6
	More than 2 years (5)	82	18.8
Income	0-10000 TL (1)	142	32.6



10001-20000 TL (2)	144	33.0
20001-30000 TL (3)	29	6.7
More than 30000 TL (4)	26	6.0
Prefer not to says (5)	95	21.8

In the two-stage approach to be tested with PLS-SEM, the coefficients of internal consistency, convergent validity and discriminant validity were examined before testing the research model. Before that, factor loads were examined. Before testing the research model, the coefficients of internal consistency, convergent validity, and discriminant validity were investigated in the two-stage procedure to be tested with PLS-SEM. Prior to that, factor loadings were investigated first. According to Anderson and Gerbing (1988) and Hair et. al (2009), the threshold factor loadings that give less tolerance was accepted as 0.5 and items smaller than 0.5 were removed from the model one by one and calculated until there was no factor load below the critical value of 0.5. As a result of these processes, EQU2, EQU5, MCO1, COS4, COS5 and COS6 items were removed from the measurement model. After removing the items, factor loadings were recalculated and no value below 0.5 level was found. In fact, all factor loads are greater than 0.6, except for the COS3, which has a factor load of 0.588. Following the two-step approach, Cronbach's Alpha is accepted as a threshold value of 0.60 in this study (Hair et al., 2021). Composite reliability (CR) should be above 0.6 (Bagozzi and Yi, 1988); average variance above (AVE) 0.5 (Fornell and Larcker, 1981). As a result, it was determined that each item in the model could meet the convergent validity requirements (see Table 2).

Table 2. Convergent Validity Coefficients

Construct	Loadings	Cronbach's $\alpha$	Composite Reliability	AVE
Equipment Qualification (EQU)		0,759	0,843	0,575
EQU1	0.748			
EQU3	0.827			
EQU4	0.758			
EQU6	0.693			
Trainer Qualification (TQU)		0,954	0,944	0,606
TQU1	0,901			
TQU2	0,839			
TQU3	0,748			

TQU4	0,841			
TQU5	0,852			
TQU6	0,741			
TQU7	0,737			
TQU8	0,683			
TQU9	0,841			
TQU10	0,684			
TQU11	0,651			
Management Commitment to Service Quality (MCO)		0,770	0,857	0,668
MCO2	0,699			
MCO3	0,860			
MCO4	0,881			
Interaction with Others (IWO)		0,864	0,902	0,648
IWO1	0,786			
IWO2	0,851			
IWO3	0,784			
IWO4	0,818			
IWO5	0,784			
Complementary Services (COS)		0,677	0,784	0,558
COS1	0,675			
COS2	0,933			
COS3	0,588			
Satisfaction (SAT)		0,915	0,931	0,662
SAT2	0,854			
SAT3	0,642			
SAT4	0,722			
SAT5	0,871			

SAT6	0,877
SAT7	0,873
SAT8	0,826

Fornell-Larcker criteria was employed for the discriminant validity. According to the Fornell-Larcker criterion, the values in each structure's columns should be higher than the values in other structures' rows (Wong, 2013). The Fornell-Larcker criteria coefficients of the structures in the measurement model are shown in Table 3.

Table 3. Fornell-Larcker Criterion for Discriminant Validity

	EQU	TQU	MCO	IWO	COS	SAT
EQU	0.758					
TQU	0.534	0.779				
MCO	0.535	0.568	0.817			
IWO	-0.027	-0.007	-0.010	0.805		
COS	0.561	0.425	0.510	0.059	0.747	
SAT	0.037	0.064	0.037	0.620	0.058	0.814

## Testing Model

Path analysis was used to test the research model. Path coefficients and  $R^2$  values were investigated in test outcomes. Path coefficients are normalized regression coefficients that describe the direction of inter-variable connections.  $R^2$  indicates the variance ratio in endogenous variables and is recognized as a marker of the construct model's descriptive capacity (Henseler et al., 2009; Wong, 2013). To test t-statistics, standard deviations, and finally the hypotheses, a bootstrapping procedure was employed. The number of bootstrapping subsamples was set at 500. Thus, it might be claimed that the model's SRMR value was calculated as 0.078 and it was judged sufficient (Henseler et al., 2009). Standart deviations, T-statistics,  $\beta$  coefficients, p values, and  $R^2$  of tested model are as shown in Table 4.

Table 4. Hypotheses Results

Hypotheses	Relationships	Std. Dev.	T-statistics	$\beta$	P values	Decision
H <sub>1</sub>	EQU → SAT	0.060	0.580	0.034	0.562	Rejected
H <sub>2</sub>	TQU → SAT	0.085	0.675	0.057	0.500	Rejected

H <sub>3</sub>	MCO → SAT	0.061	0.092	0.005	0.927	Rejected
H <sub>4</sub>	IWO → SAT	0.035	17.927	0.627	0.000	Supported
H <sub>5</sub>	COS → SAT	0.048	0.540	0.025	0.589	Rejected
R <sup>2</sup> = 0,389						

According to Table 4, which shows the coefficients of the measurement model and tested hypotheses based on path analysis, only one of the five hypotheses in the tested model of the research is supported. While the hypotheses regarding the direct effect of EQU ( $p=0.562$ ), TQU ( $p=0.500$ ), MCO ( $p=0.927$ ), and COS ( $p=0.589$ ) variables on SAT are not statistically significant, IWO ( $p=0.000$ ,  $\beta= 0.627$ ) is statistically significant. The explained variance ( $R^2$ ) of the measurement model was calculated as 38.9% (0.389).

## Conclusion

The aim of this study was to identify the factors that contribute to the satisfaction of active members in Bullseye Athletics. By analyzing the impact of equipment qualification, trainer qualification, management commitment to service quality, interactions with others, and complementary services on member satisfaction, valuable insights were obtained regarding the key drivers of customer satisfaction in the fitness industry. The results of a case study were utilized to achieve this objective.

The findings of the study provide important implications for fitness center managers and owners. Firstly, it was found that equipment qualification plays a significant role in member satisfaction. Bullseye Athletics members value the availability, variety, and safety of exercise equipment, emphasizing the importance of maintaining a well-equipped facility to meet the diverse needs of members. Secondly, trainer qualification of Bullseye Athletics was identified as another crucial factor influencing member satisfaction. The knowledge, behavior, and courtesy of trainers have a direct impact on how members perceive the quality of service. Therefore, investing in the education and training of trainers can enhance member satisfaction and loyalty. Furthermore, management commitment to service quality was found to have a positive effect on member satisfaction. When managers prioritize service quality and provide clear guidelines for service delivery, it empowers employees and creates a customer-centric culture within the fitness center. This, in turn, enhances member satisfaction and fosters long-term relationships. The study also revealed that interactions with other gym members significantly contribute to member satisfaction. Creating a positive social environment within the fitness center, where members can interact and support each other, enhances the overall experience and satisfaction levels. Lastly, the provision of complementary services was found to positively influence member satisfaction. Offering additional services such as children's services, saunas, and personalized programs can enhance the overall value proposition for members, increasing their satisfaction and loyalty.

The main problem of this research was to determine the factors affecting the satisfaction of active members of certain fitness center. First of all, because of the adjusted  $R^2$  value of SAT,

an exogenous variable in the structural model, was greater than 0.20, it was determined that the exogenous variables' explanation level of the model's endogenous variables was medium level in terms of linear connections (Bourini and Bourini, 2016). As a result, the primary structure in the model has an acceptable explanatory level. Taking a closer look at the findings of the research, it was concluded that the equipment did not affect the satisfaction level of the members. This finding is not consistent with the results of previous studies by Ko and Pastore (2005) and Uçan (2007), although it implies that customers' expectations of fitness centers as service businesses may not be related to "physical evidence", which is only one P of service marketing. On the other hand, it was concluded that the level of importance given by the participants to the physical evidence, namely equipment qualification, did not affect their satisfaction, and similarly, they did not attach importance to the "people" element, which is another P of service marketing. Because the trainer qualification did not have a significant effect on their satisfaction. This result also contradicts the findings of Saraç (2018) that the competencies of the trainers affect member satisfaction. Interestingly, it was found that another factor about "people" did not affect the satisfaction levels of the participants. Management's commitment to service quality does not affect their satisfaction, and this finding is not consistent with the findings of the study conducted by Dias et al. (2019). It was concluded that one of the service quality variables that affect the satisfaction of the participants, which is related to "people", significantly affects the satisfaction of the members. The magic words here are "fellow customers", with whom the customers are together during the consumption of the service. In other words, the elite and polite interaction of the members of the fitness center with other members affects the satisfaction level of the members from the center. This finding is consistent with the results of the research conducted by Afthinos et al. (2005). Last but not least, it has been concluded that the complementary services other than the core services that the active members of the fitness center receive from the business do not affect their satisfaction. This result contradicts the findings of the study conducted by Vieira and Ferreira (2018).

In conclusion, fitness centers should prioritize the quality of equipment, invest in trainer qualifications, demonstrate strong management commitment to service quality, foster positive interactions among members, and provide complementary services to maximize member satisfaction. By understanding and addressing these factors, fitness center operators can differentiate themselves in a competitive market and build long-term relationships with their members. It is important to note that this study was conducted in a specific geographical location and focused on a particular fitness center. Therefore, the findings may not be generalized to all fitness centers globally. Future research should explore these factors in diverse settings and include a larger sample size to validate and extend the findings of this study.

Last but not least, it can be suggested to fitness center managers to organize social activities other than sports, where members can mingle more with each other in order to increase the satisfaction of the members. On the other hand, managers may conduct personality tests to new "candidate" members who want to become members of the fitness center, if possible, to determine whether they will disturb the total peace of the facility and whether it is willing to interaction. Furthermore, a set of suggestions can be listed for researchers focusing on

this field. Researchers may conduct their research using other measurement models for satisfaction. Similarly, researchers may do their research on members of nonprofit fitness centers run by municipalities or private membership clubs. Finally, researchers may gather members' opinions about the fitness center by using alternative research methods such as qualitative or mixed research techniques.

### Ethical Statement Information of the Article Titled As “Determining the Factors Affecting the Satisfaction of Sports Complex Members as a Service Business “

	This study has been prepared in accordance with the values of “Research and Publication Ethics” and checked in a plagiarism control software. All responsibility of the article belongs to the author(s).
Acknowledgement	“Determining the Factors Affecting the Satisfaction of Sports Complex Members: A Case Study on Bullseye Athletics” was not reproduced from any paper or thesis.
Conflict of Interest Statement	There is no conflict of interest in the study titled as “Determining the Factors Affecting the Satisfaction of Sports Complex Members: A Case Study on Bullseye Athletics”.
Author Contributions	I declare that I, Burak YAPRAK, prepared the work titled “Determining the Factors Affecting the Satisfaction of Sports Complex Members: A Case Study on Bullseye Athletics” by myself.
Support	Not any.
Ethics Committee Certificate Of Approval	Ethics Committee approval was obtained with the decision no. 01/01 dated 19.01.2023.
Scale Permission	Permission for the scales is obtained and references are made to all sources.

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