



The Effect of Athletes' Experience Quality on the Loyalty to Sports Clubs

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ABSTRACT

Purpose: Today, an essential part of sports' duties towards society is the responsibility of the clubs of various sports disciplines. Sports clubs play an indispensable role in developing the health of people in the community and healthily spending their free time. This study investigates the relationship between predictors of experience quality and athlete loyalty. It also evaluates the mediating effect of the quality of athlete experience on the relationship between predictor variables and athlete loyalty.

Methodology: The research method was descriptive-correlation. The statistical population of the research was the athletes of Iran's private clubs, using non-probability sampling and convenience sampling. Data was collected online from 391 athletes in combat sports, bodybuilding, and fitness through Google Forms. 6 hypotheses were proposed and tested using structural equation modeling.

Findings: A significant relationship existed between predictor variables and the athlete experience quality ($P < 0.05$). Also, the experience quality mediates the relationship between predictor variables and athletes' loyalty positively and significantly ($P < 0.05$). The results can help to develop and improve marketing strategies to increase the athletes' experience quality in service centers and sports clubs and create customer experience and management processes. It also has implications for managers of service centers and sports clubs or marketing managers who aim to increase customer loyalty and club effectiveness.

Originality: This study empirically justifies the relationship between predictor variables for the quality of experience and loyalty of athletes in private clubs. This study also provides insight into the relationships between predictor variables, experience quality, and athlete loyalty in an integrated model.

Keywords

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1. Introduction

The service industry has become a driving force of economic development in recent years. In the highly competitive environment, competing businesses have consistently provided superior service quality for customer satisfaction and loyalty (Dam & Dam, 2021). With the increase in the number of sports clubs in recent years and the fierce competition between them, as well as creating various problems in the business environment of sports clubs, such as the outbreak of Coronavirus, the concerns of the managers of these clubs have been increasing (McLean et al., 2021). In today's highly competitive environment, customers are one of the most important assets of businesses (Rajabi Asli et al., 2023). In this situation, adopting different and new strategies to attract and retain customers has attracted the attention of many managers in sports clubs because customers are an essential element in the success of sports clubs (Poor Soltani Zarandi et al., 2020). Clubs should not be satisfied with customer satisfaction. They need to make sure that their customers are loyal (Rabbani Nik et al., 2021). Loyalty of sports customers is considered the key to success and the basis of profitability of clubs (Moemeni et al., 2022). Also, sports clubs need to retain customers because if they can reduce their lost customers by 5%, their profitability will increase by 25% to 85% (Kotler & Armstrong, 2017). In this regard, Customer Experience Quality (CEQ) will likely determine the service's perceived value (Kim & Choi, 2013). Some studies show that providing a superior customer experience is a means to achieve results in successful marketing and a competitive (Gao et al., 2020); CEQ is an essential and relatively new concept for service companies to gain a competitive advantage (Eskiler & Safak, 2022). Although the CEQ literature is expanding, there is a gap in the history and implications of the customer (athlete) experience in the sports services sector. Creating a superior customer experience and ensuring its sustainability seems to be one of the main goals of service companies (e.g., sports clubs) (Eskiler & Safak, 2022). Business leaders believe that customer experience is crucial to a company's competitiveness, and marketing researchers call it the fundamental foundation of marketing management (Homburg et al., 2017). Customer experience has also become a topic of interest among academics. It has led to many calls for research, resulting in the growth of customer experience in academic journals related to this concept across different contexts and advances in understanding (Becker & Jaakkola, 2020). The strategic goal of measuring customer experience is to use this knowledge to support positive and desirable customer experiences to achieve higher long-term loyalty (De Keyser et al., 2015). Based on the research model of Skyler and Eskiler and Safak (2022), four variables of service result quality, athlete-athlete relationship quality, coach-athlete interaction quality, and club environment quality predict the athlete experience quality, which is examined in this research. This model can be valuable and helpful for future researchers in customer experience quality, customer experience management, and sports club managers. Also, all organizations and individuals who deal with customers in any way can benefit from this research and use it to increase customer loyalty (Eskiler & Safak, 2022).

2. Theoretical background

Customer loyalty is constantly selecting a company's products and services over competitors (Khattiyasuwan, 2021). Athlete Loyalty is a desire to stay in a service company for a long time. Athletes buy and use goods or services frequently and voluntarily recommend these products/services to others (Shamsudin, 2020). Customers loyal to a company are not easily influenced by price or availability. They prefer to pay more and ensure the same quality services and products they know and like (Khattiyasuwan, 2021). Loyal athletes feel a sense of belonging to the sports club, which creates a greater desire to create word-of-mouth communication and makes them act as fans (Chiti et al., 2023). Customer experience is remembered positively or negatively depending on customer satisfaction, and customers who evaluate their experience feel satisfied (Kim, 2022). Experience quality is the cognitive and emotional aspects perceived when visiting and making purchasing decisions (Roy, 2018). Experiences create unique customer value and strongly influence their satisfaction, loyalty, and recommendation behavior (Funk, 2017).

Service quality refers to comparing a customer's assessment of the perceived performance of specific features with their previous expectations (Nainggolan & Amidiola, 2021). A prior study by Hsieh and Hiang (2004) suggests that customer perception of service quality, crucial in the formation of service delivery evaluation, leads to customer satisfaction. Eskiler and Safak (2022) concluded that improving the quality of service results in loyal customers who experience high-quality customer-employee and customer-customer interactions. Additionally, Liu et al. (2017) confirmed that the quality of service has a significant effect on customer satisfaction. Sports environments may include negative interactions that reduce motivation and harm program members (Eys et al., 2019). Therefore, it is essential to study the positive and negative effects of social interactions across the path of athletes in sports (Orr et al., 2021). The customer-customer relationship can be used to find similar customers for common recommendations (Tuteja & Kumar, 2021). Peers may include any social influences in the sport (other than the coach) in which the individual engages (Orr et al., 2020). Peer-to-peer quality refers to the perceived judgment of the superiority of customer interaction with each other (Lemke et al., 2011). The customer experience affects not only the elements under the control of the service providers (e.g., service interface, price, collection, retail space) but also the elements beyond the control of the service providers, such as the influence of other customers (Verhoef et al., 2009). Helpful or annoying customer behavior may have a positive or negative effect on other customers' service experiences, and the beneficial behavior of other customers may also increase customer evaluation of the service experience (McGrath & Otnes, 1995). According to the results of Pandey and Kumar (2020), by facilitating the creation of customer value, service companies will be able to gain more participatory support among customers. Also, indirectly enabling their customers by providing superior customer experience to others is the ultimate goal of a company. According to the research of Pino et al. (2022), exceptional cases of peer-to-peer hospitality services may create a feeling of "home," strengthening the psychological ownership of the place of

service and encouraging customers to re-use the same services. Orr et al. (2021) also showed that club-mates play a passive yet essential role in providing a space for athletes with disabilities to feel welcome and to achieve their sport-related goals.

The relationship between the athlete and the coach is dynamic and sometimes complex. The quality of interaction is related to the perception of customers' interaction with service providers (e.g., employees, staff, trainers, etc.) during service delivery (Brady & Cronin, 2001). Jowett and Lavallee (2007) defined the coach-athlete relationship as all situations in which the coach-athlete's feelings are internal thoughts or behaviors (Jowett & Lavallee, 2007). The coach-athlete relationship is crucial in improving athletic performance and increasing outputs such as athlete well-being (Davis et al., 2018). Therefore, it can be assumed that the quality and improvement of the coach-athlete relationship reflects the efficiency and success of coaching in sports (Jowett, 2015). The coach-athlete relationship may affect the player's athletic performance (Jowett & Cockerill, 2003). In general, the development of the interpersonal relationship between the coach and the athlete results from a long-term and continuous relationship based on cooperation, trust, and sacrifice, which creates a favorable atmosphere for athletic performance (Cynarski, 2020). According to Zarei et al. (2021) coaches' perfectionism predicts the quality of relationships with their athletes, and coaches' forgiveness positively predicts quality relationships, while coaches' control behaviors negatively predict quality relationships with their athletes (Zarei et al., 2021). Sports environments are informal learning contexts that depend on educators' practical educational communication strategies. Locker rooms and other spaces should not be disorderly (Geidne & Quennerstedt, 2021). The most crucial necessity and duty of sports club managers is to provide a basis for expanding customer (athlete) interaction with the service environment (Shirahmad et al., 2021). Environmental variables like light and music increase sales and can affect customers' subconscious minds. Design factors also include visual items such as decoration and color stimuli that the customer is aware of (Kokabi et al., 2019). The social aspects of sports clubs - such as positive and pleasant environments - are the most essential factors in determining participation (Casey et al., 2021).

Clubs must maintain a quality center for their members, coaches, staff, and athletes. Challenges arise from the need to keep up with advanced technologies and equipment, strengthen training techniques, improve support services, and maintain a healthy internal environment (Ibrahim & Hassanain, 2022). In the research of Geidne and Quennerstedt (2021) many young people emphasized that the facilities should be fresh and clean to identify a sports club they feel good about and, therefore, can be a source of good health. Athletes may have different experiences attending sports clubs. Their experiences may cause them to leave the gym, get bored of their workouts, or increase their loyalty. Research is needed to help generalize the findings of previous studies. In this regard, we aim to test a model developed from earlier models, which explains the antecedents and concepts of the quality of the athlete experience in sports clubs. We aim to explore ways to improve the quality of athletes' experience and provide a good experience for sports club athletes to increase their loyalty to sports clubs ultimately. Accordingly, the research aims to investigate the Effect of Athletes' Experience Quality on the Loyalty of Athletes in Sports Clubs.

3. Methodology

The present research method was descriptive-correlation in terms of practical purpose, cross-sectional in periods, and its data collection procedure was field-based. The statistical population of the research was the athletes of Iran's private clubs, and detailed studies regarding the number of people in this statistical population are not available. The primary tool used was a valid online questionnaire. In this research, descriptive and inferential statistics SPSS statistical software and partial least squares technique with the help of SmartPLS version 3 software were used to describe the data. The data was collected using a cross-sectional survey among 450 athletes from private clubs in Iran. To select a suitable sample for the research, using non-probability sampling and convenience sampling, samples were collected from 450 athletes from private clubs in Iran (combat sports, bodybuilding, and fitness). The data was distributed and organized using a cross-sectional survey and through social networks. Statistical power has been used to determine the sample size. According to the variables involved in the model, the researcher considered the statistical power of 0.9; Effect size of 0.05 and alpha of 0.05 were estimated in the sample power software of the minimum sample size. With a response rate of 87%, we were able to collect 391 questionnaires.

The questionnaire comprised 19 items within six constructs. Moreover, ethical approval was sought from the University of Kurdistan before administering the questionnaire to the study participants. A Likert scale ranging from 1 = strongly disagree to 5 = strongly agree was allocated to all items. Service outcome quality was measured by a 3-item scale ($\alpha = 0.85$) (Brady & Cronin, 2001; Kim & Choi, 2013). The Coach-Athlete Interaction was measured by a 3-item scale ($\alpha = 0.83$) (Brady & Cronin, 2001; Kim & Choi, 2013). The Athlete-athlete relationship quality was measured with an items scale ($\alpha = 0.82$) (Brady & Cronin, 2001; Kim & Choi, 2013; Lemke et al., 2011). The Sports Club Environment was measured with an items scale ($\alpha = 0.81$) by Hosseini Yarandi (2019). The Athlete experience quality was measured with the scale of an item ($\alpha = 0.85$) by (Brady & Cronin, 2001; Kim & Choi, 2013; Lemke et al., 2011). Finally, Athlete Loyalty was measured with the 3-item scale ($\alpha = 0.78$) (Zeithaml et al., 1996).

All the measurements in this study were reflective, and internal consistency, reliability, convergent validity, and divergent validity index were assessed. Internal consistency was tested using composite reliability (CR) and Cronbach's alpha, and index reliability was examined using external indicator loads. Both values must surpass the threshold of 0.7 (Hair et al., 2019). Convergent validity was tested using the average variance extracted, which should go beyond the point of 0.5 (Fornell & Larcker, 1981; Hair et al., 2019). Discriminant validity was examined according to (Fornell & Larcker, 1981) and HTMT criteria; in this part, the AVE square root of each structure must be higher than the correlation between the corresponding constructs. For the power of predicting the model, Stone-Geisser's index was used. This index specifies three amounts of 0.02, 0.15, and 0.35 as weak, medium, and strong, respectively (Hair et al., 2019). We used a criterion called statistical correlation VIF, introduced by Hair et al. (2019). At last, for the adequacy of the conceptual framework of the model, we utilized two NFI and SRMR indexes, which

Lohmöller (1989) introduced. These indexes are used in PLS-SEM to examine the fit of the model.

4. Results

In this study, 323 men and 68 women participated. One hundred seventy-one participants were under 20; 108 were in the age range of 21-30 years; 90 were in the age range of 31-40 years; and 22 were over 40 years old. Two hundred fifty participants had Diploma and Sub-Diploma degrees; 41 had associate degrees; 67 had a Bachelor's degree; 32 had a Master's degree; and only 1 had a PhD degree. Three hundred twenty participants did combat sports, and 71 worked in bodybuilding and fitness. Two hundred seventeen participants reported less than five years of sports experience; 107 said a history of 6-10 years; 20 reported a record of 11-15 years; and 47 reported a history of more than 15 years. Reliability and validity are the two main criteria widely used to evaluate the external model (Hair et al., 2019). The reliability of an external model was assessed by examining the reliability of the marker and the reliability of the internal compatibility through composite reliability (CR). In the second step, the convergent validity of each structure criterion was assessed using the extracted mean-variance. Finally, the distinction's validity and the index's external loads were evaluated. According to the values in Table 1, All values exceeded the recommended threshold level of 0.70. CR values in this study were between 0.87 and 0.91, which means achieving the reliability of the measurement model. In addition, to identify convergence elements in the measurements of all structures, AVE was evaluated with a threshold value equal to and more significant than 0.50 (Henseler et al., 2015). The results show that the value of AVE for all structures is between 0.63 and 0.78. Hence, convergent validity is created. Later, the validity of the differentiation was assessed using the HTMT and Fornell and Larcker (1981) criterion Hair et al. (2019) by comparing the second root of AVE for each structure with the correlation matrix correlations. Table 2 below shows the results of the HTMT and Fornell and Larcker (1981) criterion, which indicates the validity of the separation (Hair et al., 2019).

Table 1. Measurement models and measures.

ITEM	FL	Alpha	CR	AVE
<i>Service outcome quality</i>		.859	.914	.780
My sports club brings athletes to their sporting goals.	.89			
My sports club provides the best results for my athletes.	.91			
I feel good about what my gym offers to its athletes.	.85			
<i>Coach-Athlete Interaction</i>		.835	.900	.751
I believe that the coach of my sports club takes care of the athletes.	.87			
I say that my sports club coach is interested in athletes.	.87			
I think my relationship with my sports club coach is excellent.	.86			
<i>Athlete-athlete relationship quality</i>		.827	.897	.743
I think it is great to deal with other athletes in my gym.	.84			
I believe we interact well with other athletes in our sports club.	.89			
I think my communication with other athletes in my gym is excellent.	.86			
<i>Sports Club Environment</i>		.809	.874	.635
The appearance of the club is visually appealing.	.81			

ITEM	FL	Alpha	CR	AVE
The physical conditions of the club environment (lighting, ventilation, temperature, and facilities) are suitable.	.84			
The location of the club is in a convenient location.	.77			
The club has a healthy environment.	.77			
<i>Athlete experience quality</i>		.850	.909	.769
I think the method of gaining experience in my gym is great.	.88			
I believe that we have good experiences in our sports club.	.89			
I say what we experience at my gym is great.	.86			
<i>Athlete Loyalty</i>		.783	.873	.697
My gym is my first choice for working out.	.82			
I will continue to be a sports club member in the coming years.	.85			
I would recommend joining my gym to others.	.83			

Table 2. Discriminant validity.

Latent Variable	1	2	3	4	5	6
Athlete Loyalty	.835	.794	.810	.758	.786	.740
Athlete experience quality	.649	.877	.717	.708	.809	.733
Athlete-athlete relationship quality	.652	.603	.862	.688	.664	.699
Coach-Athlete Interaction	.617	.604	.569	.867	.725	.595
Service outcome quality	.647	.693	.561	.620	.883	.753
Sports Club Environment	.599	.616	.582	.502	.631	.797

Note: The upper matrix of the HTMT and the lower index of the Fornell and Larcker criterion matrix.

The results of the structural model are presented in Table 3. The coefficient of determination (R^2) indicates the effect of an independent variable on a dependent variable. This model has explained the 42% variance in the Athlete Loyalty and 59% variance in the Athlete experience quality. The redundancy index (Q2) indicates the relation power for the prediction of the conceptual framework of the research (Hair et al., 2019). The Q2 amounts should be more than zero, which existed in the variables of this study. SRMR has been defined as the difference between the observed correlation and the implicit correlation matrix. Thus, it assesses the average size of the observed differences and the expected correlations possible as an absolute measurement of model fit (model). An amount of less than 0.08 is considered adequate to introduce SRMR as a suitable criterion for PLS-SEM, preventing an error in model specifications. The calculated amount for this study was 0.06, which confirmed the model's fitness. According to the results of Table (3), all the research hypotheses were established according to the cut-off value of 1.96.

Table 3. The results of the research hypotheses.

Path model	β	SD	t Value	F2	Result
Service outcome quality -> Athlete experience quality	.354	.076	4.652	.14	support
Athlete-athlete relationship quality -> Athlete experience quality	.190	.055	3.434	.05	support
Coach-Athlete Interaction -> Athlete experience quality	.180	.076	2.380	.04	support

Path model	β	SD	t Value	F2	Result
Sports Club Environment -> Athlete experience quality	.193	.059	3.293	.05	support
Athlete experience quality -> Athlete Loyalty	.649	.039	16.661	.26	support
R2 Athlete Loyalty	.42	Q2	Athlete Loyalty	.27	
Athlete experience quality	.59		Athlete experience quality	.42	
SRMR	.06				
NFI	.80				

5. Discussion and conclusion

This study investigated the Effect of Athletes' Experience Quality on Athletes' Loyalty in Sport Clubs. For this purpose, inspired by the research model of [Eskiler and Safak \(2022\)](#) the model with six variables (i.e., athletes' loyalty, service outcome quality, athlete-athlete relationship quality, coach-athlete interaction quality, club environment quality, and Athlete experience quality) was investigated. The first finding of the present study shows that the quality of an athlete's experience is positively associated with the quality of service outcome perceived by the athletes in private clubs. This finding is consistent with [\(Brady & Cronin, 2001; Hsieh & Hiang, 2004; Liu et al., 2017\)](#). Hence, when clubs provide quality service to athletes, athletes get good results, followed by athletes' satisfaction with the quality of service, which leads to a positive experience in the athlete's mind. Therefore, paying attention to the quality of services of private sports clubs is very effective in the quality of athletes' experience. The study's second finding shows a positive effect of the quality of the athlete-athlete relationship on the quality of the athlete experience in private clubs. These results are consistent with the claims of [\(Orr et al., 2021; Pandey & Kumar, 2020; Verhoef et al., 2009\)](#). [Garg et al. \(2014\)](#) introduced the presence of other customers and customer interactions as dimensions of customer experience. The quality of relationships between athletes also improves social relationships between athletes and creates a positive and quality experience. The higher the quality, the higher the quality of the athletes' experience in private clubs [\(Garg et al., 2014\)](#). Another study finding reveals the positive effect of coach-athlete interaction on the quality of athletes' experience in private clubs. This finding agrees with the research of [\(Davis et al., 2018; Jowett & Cockerill, 2003; Zarei et al., 2021\)](#). Developing the interpersonal relationship between the coach and the athlete generally results from a long-term and continuous relationship based on cooperation, trust, and sacrifice. This creates a favorable atmosphere and improves athletic performance [\(Cynarski, 2020\)](#). The Athletes who interact more and better with the club coach are more motivated and enjoy training better. Another finding of the present study was the positive effect of the quality of the club environment on the quality of the athlete's experience perceived by athletes in private clubs. This finding is consistent with the results of [Shirahmad et al. \(2021\)](#) reported environmental aesthetics as an important factor in customer interaction. Many private club athletes relate the quality of the sports experience solely to the environment of a sports club; in other words, the healthier the environment of a sports club, the more facilities, the better equipped, the healthier it is, the better the visual design, and the better the quality of the athletes experience. Another important finding from the present study was that athlete loyalty is positively affected by the quality of the athlete's experience in private clubs. This finding is consistent with the findings of [\(Patma et al., 2020; Salim & Rodhiah,](#)

2022). Pleasant experience increases the customer's intention to return to the same place (Mohammadi et al., 2021). When an athlete has negative feelings or experiences about a sports club, they will rarely use it and will have negative feelings about it and will want to try other clubs (Akil & Ungan, 2022). The positive and quality experiences that athletes have received from a private club will increase their loyalty and make them willing to re-use the services of that club. In this study, we generalized the findings of previous research. We tested a more robust model than previous models, explaining predictors and concepts of athlete quality in sports clubs and exploring ways to improve the quality of the athletes' experience. We tried to provide a good experience for sports club athletes and ultimately increase their loyalty to sports clubs. Based on the findings of this study, all the hypotheses presented were supported, and we came to a clearer understanding of the positive and significant effect of the athletes' experience quality on athlete loyalty. We also found that athlete's experience quality is affected by service outcome quality, athlete-athlete relationship quality, coach-athlete interaction quality, and the club environment quality. Emphasis on the components of the present study does not mean that other components outside the research are not important. As a rule, other factors are involved in the loyalty of customers of sports clubs, and paying attention to them effectively increases customer loyalty. We examined many key factors and found that to improve the quality of the athletes' experience, the clubs should provide various services to athletes so that they can enjoy sports and club activities. The findings of this study were consistent with the results of similar research. However, this study added the effect of the quality of the club environment on the quality of experience directly and on athlete loyalty indirectly compared to previous research. Also, this study used a larger sample size than previous studies, and athletes in combat sports, bodybuilding, and fitness were examined.

This research has several important management implications. To improve the quality of the athletes' experience, club managers must ensure that athletes achieve what they expect and get good results from exercising in the club. Based on the results of (Orr et al., 2021), sports activities and peer interactions should be examined. Club officials and managers can encourage cooperation and relationships between athletes by planning group sports activities and bringing athletes together in the club environment. The club coach must interact well with the athlete and give the athlete time to get a positive and quality experience. In this regard, it is recommended that sports club managers design enjoyable and athlete-centric interactions in which experiences are created together. The customer experience can be developed gradually through improvements in the quality of service results and frequent interactions with the service provider and other customers (Verhoef et al., 2009). Also, the equipment and physical environment of the club, the location of the club, and its health should be standard and appropriate to improve the quality of the athletes' experience effectively. Managers must enhance the quality of modern equipment, the appearance of the club, the interior decoration of sports clubs, and other services that will be attractive to customers (Khattiyasawan, 2021). The results can help develop and improve marketing strategies to increase the quality of the athlete experience in service centers and sports clubs and build customer experience and management processes. In addition, the findings have implications for service center and sports club managers or marketing managers who aim to increase customer loyalty and club effectiveness. In general, the

results of this study provide valuable insights into the field of sports club services, which need to be given special attention.

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نقش کیفیت تجربه ورزشکاران بر وفاداری به باشگاه‌های ورزشی

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چکیده

هدف: امروزه بخش مهمی از وظایف ورزش در قبال جامعه بر عهده باشگاه‌های رشته‌های مختلف ورزشی است. باشگاه‌های ورزشی نقش مهمی در ارتقای سلامت افراد جامعه و گذراندن اوقات فراغت به روشی سالم دارند. این مطالعه به بررسی رابطه بین پیش‌بینی کننده‌های کیفیت تجربه و وفاداری ورزشکار می‌پردازد. همچنین اثر واسطه‌ای کیفیت تجربه ورزشکار را بر رابطه بین متغیرهای پیش‌بینی کننده و وفاداری ورزشکار ارزیابی می‌کند.

روش: روش تحقیق توصیفی - همبستگی بود. جامعه آماری پژوهش ورزشکاران باشگاه‌های خصوصی ایران بودند که با استفاده از روش نمونه‌گیری غیراحتمالی و در دسترس، داده‌ها از ۳۹۱ ورزشکار در رشته‌های رزمی، بدنسازی و آمادگی جسمانی به صورت آنلاین از طریق فرم‌های گوگل جمع‌آوری شد. ۶ فرضیه با استفاده از مدل سازی معادلات ساختاری مطرح و مورد آزمون قرار گرفت.

یافته‌ها: بین متغیرهای پیش‌بینی کننده و کیفیت تجربه ورزشکار رابطه معناداری وجود داشت ($P < 0.05$). همچنین کیفیت تجربه رابطه بین متغیرهای پیش‌بینی کننده و وفاداری ورزشکاران را به صورت مثبت و معنادار میانجی‌گری می‌کند ($P < 0.05$). نتایج می‌تواند به توسعه و بهبود استراتژی‌های بازاریابی برای افزایش کیفیت تجربه ورزشکاران در مراکز خدماتی و باشگاه‌های ورزشی، ایجاد تجربه مشتری و فرآیند مدیریت کمک کند. همچنین برای مدیران مراکز خدماتی و باشگاه‌های ورزشی یا مدیران بازاریابی که هدفشان افزایش وفاداری مشتری و اثربخشی باشگاه است، پیامدهایی دارد.

اصالت و ابتکار مقاله: این مطالعه به‌طور تجربی رابطه بین متغیرهای پیش‌بینی کننده کیفیت تجربه و وفاداری ورزشکاران در باشگاه‌های خصوصی را توجیه می‌کند. این مطالعه همچنین بینشی از روابط بین متغیرهای پیش‌بینی کننده، کیفیت تجربه و وفاداری ورزشکار در یک مدل یکپارچه ارائه می‌کند.

کلیدواژه

تجربه مشتری

کیفیت تجربه

وفاداری

باشگاه‌های ورزشی خصوصی

کیفیت نتیجه خدمات

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