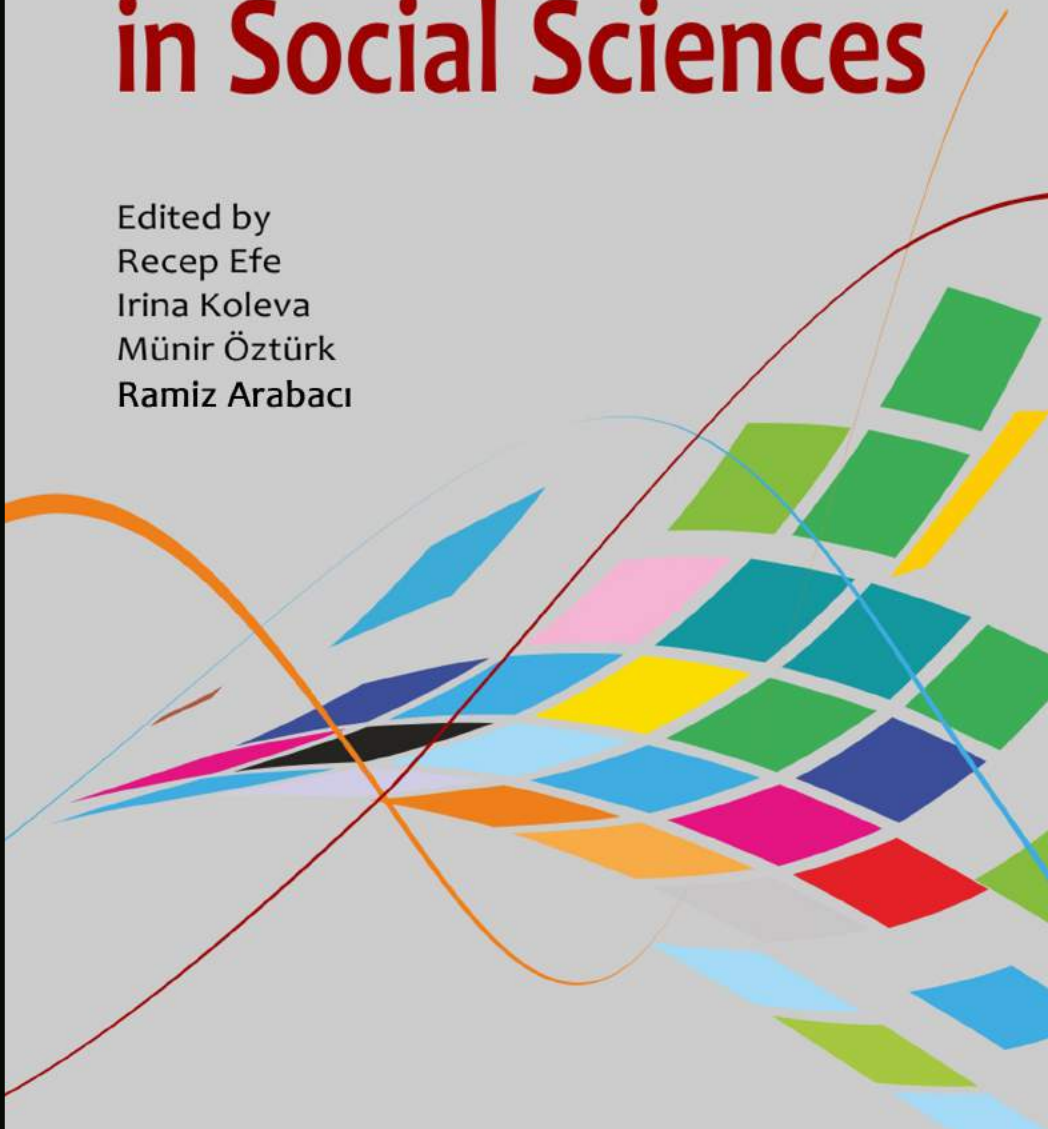
Recent Advances in Social Sciences

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CHAPTER THIRTY-ONE

EFFECTS OF RELATIONSHIP MANAGEMENT ON SPORTS CONSUMERS: A RESEARCH ON PRIVATE SPORTS CENTERS*

ENGIN ÇELEBI AND FATMA PERVIN BILIR

Introduction

Researchers and practitioners in all sectors agree that public relations provides a lot of theoretical information about customer satisfaction, trust, commitment, and supportive behaviour, as a strategic element. In this context, in the field of sports management, relationship management practices are important strategic issues that are worth working on, in the context of gaining consumer satisfaction, trust and supportive behavior, and maintaining commitment in sports centers. For this reason, this research is designed to examine the effects of relationship development strategies of people in private sports centers, on the trust, satisfaction, commitment and supportive behavior of sports consumers. For this purpose, the research on private sports centers and their consumers will measure the dimensions of their relationship with the consumers of the private sports centers, and will evaluate the consumers' attitudes to perceptions of public relations.

We can define public relations as an interactive communication process that establishes an association between an organization and its important target groups, and say that positive perceptions may be effective in acquiring and sustaining consumers' satisfaction, trust, commitment and supportive behavior. The acquisition, preservation and maintenance of such attitudes and behaviors is one of the most important measures of the success of sports centers, and is primarily the responsibility of sports

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managers. In public relations theory, we can show that the methods applied in the acquisition of strategies for the development of existing relations with the target groups can be applied in the field of sports management. The aim of the research is to reveal the effect of perceptions, which are the results of relationship management studies in public relations, on the commitment, satisfaction, trust, and supportive behaviors of every new sports consumer, because such attitudes are an assessment of the organization's past behavior, and they can also be seen as initiators of future behavioral intentions.

Public relations studies are seen as important strategies that provide competitive advantage, because public relations studies provide great amounts of feedback, and thus the organizations can be seen as honest and trustworthy. This strengthens the association of organizations with their target groups. All organizations are evaluated according to their discourse and actions. One of the best fields for this is sports. Because of the social influence, appearance and role of sport, there is a close relationship between the people and sports. It is aimed to provide important implications for the field of sports management, and to suggest strategic elements through the findings of this study. Since it is a competitive sector in particular, it is important to acquire such attitudes and behaviors in the field of sports. The aim of the research is to find out how the relationship of development strategies in public relations affects the quality of the relations between the private sports centers and the sports consumers, and thus contributes to the literature and the relationship between the people and sports.

Public Relations and Relationship Management

The thought that public relations should be the focus of the relations between an organization and its target groups has made relationship management a theoretical part of the discipline of public relations. As a result, one of the most used perspectives on public relations researches has been relationship management. In terms of relationship management, it is necessary to reveal, explain, and expand the values for establishing a common understanding between an organization and its target groups. In this context, in the field of sports management, relationship management practices are an important strategic issue that is worth working on, within the context of gaining and maintaining consumers' satisfaction, trust, commitment, and supportive behavior in sports centers.

Since it is a changing profession over time, the definition and conceptualization of the organization/public relationship is highly

controversial. According to the definitions of Cutlip, Center and Broom (1994, 2), which are considered to be one of the most common definitions of public relations, "Public relations is the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends." Ledingham and Bruning (1998, 62), on the other hand, stated that public relations "exists between an organization and its key publics that provides economic, social, political, and/or cultural benefits to all parties involved, and is characterized by mutual positive regard." With an emphasis on establishing, maintaining and developing relationships with the target groups, Ledingham (2003) turned relationship management into a general theory of public relations, and this theory has become a widely used theory in public relations research. The Public Relations Society of America (PRSA) focuses on relational influence, while focusing on the definition of public relations, and defines it thus: "Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics" (https://www.prsa.org).

Relationship management as a public relations strategy is based on establishing and maintaining positive relationships between the organization and its target groups. With this strategy, public relations practitioners can feel that they are important to the target groups, and are kept in the foreground by engaging in dialogue with the target groups, and ensuring their participation in organizational decisions. Bruning et al. (2008, 29) found that relationship attitudes influence a specific behavioral outcome, and organizations facilitate relationships best through a dialogic process. Kent and Taylor (2002, 24-25) defined the five features of the dialogue: "mutuality, or the recognition of organization–public relationships; propinquity, or the temporality and spontaneity of interactions with publics; empathy, or the supportiveness and confirmation of public goals and interests; risk, or the willingness to interact with individuals and publics on their own terms; and finally, commitment, or the extent to which an organization gives itself over to dialogue, interpretation, and understanding in its interactions with publics."

The relationship types of organizations also influence how the enterprise communication process is handled, the consumer's commitment, and how their reputation is perceived. Therefore, organizations should develop a relational approach based on reciprocal trust towards their target groups. With such an approach, the target groups can also have positive relationships with other entities communicating with themselves. Such positive relationships contribute to the organizational representation of the target groups.

Public Relations and Relation Development Strategies

Along with the introduction of the concept of relationship management in the public relations literature, many strategies have been developed to develop relations with the target groups in the field of public relations. However, it is seen that there are few new and structured studies on public relations in the field of sports management. However, expectations and the demands of target groups are very important in the field of sports management. In the sports industry, which is one of the biggest industries in the world, the expectation and perceptions of sports consumers about public relations, work positively on the quality of their relationship with sports companies. Public involvement has the ability to influence the corporate image and reputation of sports entrepreneurs, and, ultimately, to the quality of their relationship with sports consumers.

Theoreticians who study relationship development strategies as organization-public relationship studies have often benefited from interpersonal communication theories, and have proposed different strategies for defining the target audience and for understanding their desires and expectations. One of the most accepted approaches to these strategies was developed by Hon and Grunig (1999). These strategies, which authors create upon values based on public relations, include strategies of control mutuality, trust, satisfaction, commitment, change relationship and communal relationships. Similarly, Huang and Zhang (2013, 86) stated that satisfaction, trust, commitment, and control mutuality are the most important variables in relationship development strategies. Jo (2006, 243) points out that “there are two categories of organization-public relationship measures: global measures and specific measures. The global measures are trust, satisfaction, and commitment, whereas the specific measure is personal network”. These concepts are used for a general evaluation of the quality of the relationship.

Hon and Grunig (1999, 19) have described control mutuality in relation to the people as "The degree to which parties agree on who has the rightful power to influence the other", and stated that control mutuality is crucial for solidarity and relationship stability. Control mutuality is a very important component. At the core of this component we can say that there is a power balance. The balance, or imbalance, of power between an organization and its target groups can affect a consumer's perception of the organization, regarding a stable and quality relationship.

According to Hon and Grunig (1999, 19), trust is the willingness and confidence of one side to open itself to the other. Trust has been regarded as one of the most valuable factors, because, according to the authors, trust

is built on the honesty, sufficiency and commitment of the parties. Hon and Grunig (1999, 19) argue that these three elements are important for trust and that these elements constitute the foundation of trust; "Integrity, the belief that an organization is fair and just; dependability, the belief that an organization will do what it says it will do; and competence, the belief that an organization has the ability to do what it says it will do."

Satisfaction can be specified as the level of answering needs and expectations; it reveals the quality of the public relations study and provides a strategic advantage in a competitive field. According to Hon and Grunig (1999, 20), satisfaction is one of the positive expectations for the other to strengthen relations. Authors emphasize that satisfaction is a relational component, reinforced through positive interactions. Hon and Grunig (1999, 20) stated that: "A satisfying relationship is one in which the benefits outweigh the costs." This positive step can be stated as the value that organizations give to the development of established relations.

According to Hon and Grunig (1999, 20), commitment is the desire and belief that it is worth spending energy to sustain and develop the relationship on both sides. Commitment is an element of loyalty, and a permanent desire to preserve and maintain an ongoing and valued relationship. Commitment can be a sign of future behaviour and intentions.

These strategies for establishing and maintaining positive organization/public relationships based on relational outcomes are the presumed strategies that will create the most acceptable and supportive attitudes and behaviours in public relations. These strategies have long been seen as an important variable in the literature on public relations, because these strategies reveal the quality of the public relations studies, and provide a strategic advantage in a competitive field. Because the target groups rely on the responsible organizations, they are connected, and are pleased.

Although these relational outcomes and the nature of service quality are traditionally related to each other in the field of sports management, it can be considered that the appreciation of public relations studies positively affects relational outcomes, when the dimensions of satisfaction, trust and commitment are taken into consideration. It can be said that long-term relationships will have long and positive results. Expectations are the wishes and desires of sports consumers, rather than what sports consumers are provided with. Public relations values expectation and harmony within the organization. Integrating public awareness into the field of sports management and raising awareness will create stakeholder value.

The aim of public relations studies on the interaction of organizations with their target groups, is usually to direct the target groups with

communicative strategies in the direction of the aims and outcomes of the organizations. The theory of relationships in public relations is a discipline in which continuous efforts are made to understand, develop and manage relations between the establishment and the target group, through communicative efforts. According to Bruning (2002, 45), public relations practitioners should be aware of not only the attitudes and needs of target groups, but also the role of relational expectations on communication, if they want to manage relations for mutual benefits. According to the author, organizations fulfill communicative requirements, but fail to meet the need for relational communication, to make them feel that they are worthy of the target group.

If public relations are needed, it can be said that the assets of organizations depend on social relations. Public relations aim to develop relations that will provide mutual and long-term benefits to work. Relational quality refers to the value that strengthens products and services and creates the desired change between the parties. It also concerns consumers' expectations, the fulfillment of their goals and their desires. Relational quality is bilateral, because unilateral views do not represent their views on the other side.

Purpose of the Study

In sports, consumers are classified in two groups as active participants and observers in sports activities. Private sports centers are organizations that actively serve consumers who want to benefit from sports services. Strategic reasons for private sports centers to behave in a socially responsible manner towards sports consumers include the creation, preservation, and empowerment, of relationships with sports consumers. These strategic reasons are made possible by finding out how public relations work contributes to the relationship between private sports centers and sports consumers.

Satisfaction, trust, commitment, and supportive behaviours that are gained by the perception of positive public relations, can contribute to the positioning of private sports centers, and the strengthening of their current position. We can say that very different factors are effective for these relational outcomes. In parallel with the quality of private sports centers, factors such as the adaptation of sports consumers, expectations, expectations of levels of satisfaction, the material elements of private sports enterprises, together with their economic structure, and contributions to consumers, may have an effect on commitment, satisfaction, trust, and supportive behaviours. The degree of importance

and impact of each of these factors may vary from one sports consumer to another, and may cause periodic different perceptions in different target groups. However, measuring these relational outcomes requires measuring behavioural attitudes based on real relationships, not simple or seasonal influences. Therefore, regardless of all other factors, it will be more realistic and descriptive to reveal the effects of perceptions of satisfaction, trust, commitment, and supportive behaviours, as a result of relationship development strategies in relation to the public. The aim of this research is to provide a practical perspective for theorists and practitioners. In addition, this research is expected to contribute to the field of private sports management through relationship development strategies in public relations, and aims to create added value by creating a widespread effect in providing quality services in the sports management field, because quality, corporate image, and corporate value, may not be enough to win the behavioural dependence of sports consumers in the field of private sports business, especially because it is a competitive sector.

Research Questions

The impact of the studies of the organization/public relationship on the target group is also an impact dimension for the relationship results. Nevertheless, dimensions such as personal characteristics, motivations, and situational factors of the target group have an affective role in the relationship between an organization and its target group, and these dimensions may contribute to organizational success, because some studies in the field of public relations have taken into account the differences in personal characteristics, individual interests and collective information in the relational approach.

Yang and Grunig (2015, 305) stated that relational outcomes have contributed to a positive outlook of the organizational representatives, and positive evaluation of organizational performance. Ni (2006, 280) notes that different strategic target masses can be defined and developed by different relational approaches to these target groups, which may be involved in the strategic management of public relations. According to Ni (2006, 277-279), the relational approach is hard to change, because it is difficult to develop valuable and quality relationships, because it benefits the organizational activity, and because it is based on rare, personal trust, has long-term relationships, and can not be easily imitated. Assuming that the outcome of the relationship is the basis of understanding the relation to the organization/public relationship, the first research question is as follows.

Research Question 1: How do sports consumers describe their relationship with the private sports centers? Will relational outcomes differ according to the membership duration of sports consumers?

According to Ni (2007, 54) the relationship management research provided a general theoretical framework for measuring the relationships between an organization and its target groups, and this includes both the quality of relationships and types of relationships. As regards relational management, there is a need to redefine the relationships established by target groups, as part of establishing positive relationships when the outcome of the paradigms of the public relations is taken into account, because these approaches can contribute to the development of long-term behavioural support for the organization by target groups, and lead to a more positive organization and target group relationship. All of this is created and sustained through repeated effective corporate communications. Public relations personnel should be able to take on the understanding, acceptance and criticism of these. Hence, the next research question is as follows.

Research Question 2: What kind of relationship is there between relational outcomes (trust, commitment, satisfaction), and the communicative process (control mutuality) established by the consumers of private sports centers?

According to Coombs and Holladay (2015, 689), the relational approach, which is a concept adapted from interpersonal relations, its practical problems, its effects on the forming of close relationships, the value of close relationships for target groups, and the economic and social nature of the relations between the organization and the target group, has to be investigated. The following research question will be approached to fully understand the effect of this role in public relations, to establish a framework for understanding how relational strategies are perceived by the target groups, and to draw conclusions about these behaviours towards supportive behaviours.

Research Question 3: Can relational outcomes in public relations be used to predict the supportive behaviour of sports consumers to sports centers?

Not only in sports, but also in all other fields, there is a lot of theoretical information about the attainment of supportive behaviours as a strategic element, reconciled by researchers and practitioners. In particular, it is important to seek answers to the above research questions in order to reveal the importance of public relations work in the acquisition, preservation and maintenance of long-term supportive behaviours in the field of sports management.

Regardless of public relations work, the sense of corporate reputation for quality of service to the physical infrastructure can influence the quality of the relationships of private sports centers with consumers. Therefore, it is necessary to investigate how the organizational reputation perceptions of sports consumers' quality of service for physical infrastructure of sports centers affects relational outcomes, and the results should be compared with the results of relationship development strategies in public relations. This is because a negative reputation perception towards the quality of organizational service may lead to a decrease in the quality of relational outcomes.

Research Question 4: What kind of relationship is there between corporate reputation perceptions of service quality and relational outcomes?

Methodology of the Research

This research is designed as a quantitative study in descriptive model. Consumers of private sports centers operating in the Adana province in Turkey are included in the scope of the research. The data were collected with the survey technique based on voluntary contribution from the consumers of private sports centers.

In the research questionnaire designed for this study, the three relational outcome measures (trust, satisfaction, and commitment) of Hon and Grunig (1999) was used to assess the associative outcomes of sports consumers with private sports centers. The ‘control mutuality’ scale was used to determine the communicative processes of private sports centers with their consumers. According to Huang (2001, 85), the validity and reliability of this scale were accepted in the organization/public relationship. In addition, Bruning and Galloway (2003) developed a similar questionnaire for relational outcomes. The items in the research context have been changed to be applicable to the field of the private sports business. For example, scale items such as: "This sports center treats people like me fairly and justly (equal membership cost, etc.)," for trust (4 items) scale; "I plan to be a long-term member of this sports center", for commitment (4 items) scale; "Most people like me are happy in their interactions with this sports center", for satisfaction (4 item) scale, and; "This sports center’s management gives people like me enough say in the decision-making process (session hours, etc.)", for control mutuality (4 items) scale. The public relations perceptions were approached as a behavioral dimension with independent variables. In addition, consumers of sports centers were asked to answer four questions to measure their

supportive behavior. For example, “I refer to the sports centers of which I am a member of as ‘my sports center.’” Supportive behaviours were measured, both emotionally and behaviourally, in two dimensions, and considered as dependent variables. For the corporate reputation scale for service quality, Fombrun et al. (2013) utilized the organizational reputation scale (4 items) developed for multi-stakeholder organizations (e.g., “this sports center offers high quality services”). The research questionnaire which measures the relational outcomes of sports consumers with private sports centers was formed according to the five point Likert scale (1= strongly disagree, 5= strongly agree). Some of the items in the 24-item questionnaire were given inversely proportional to each other, and were used for control purposes.

Findings

The reliability of the questionnaires was tested with a preliminary study on 90 participants. Minor changes were made to the questionnaire based on this preliminary study. The collection of data lasted two months. After the literature review, the validity of the questionnaire, which was revised and adapted to the scope of the study, was tested, using SPSS data techniques. The survey, consisting of a total of 24 items, resulted in a very good level of internal consistency of 0.894 Cronbach's Alpha. As the Cronbach's Alpha value is high and consistent, we can say that the items used in the scales are acceptable.

Four private sports centers were included in the scope of the research, and a total of 300 people were surveyed. 63% (n=189) of the sample were men and 37% were women (n=111). The age range of the participants is as follows: 148 people were between the ages of 18-30, 89 people between the ages of 31-40, 47 people between the ages of 41-50, and 16 people over the age of 51. Within the scope of the research, the time required for formation of an attitude towards private sports centers, as a member, was determined as one month, and the survey application was applied to existing sports consumers who have been in private sports centers for at least one month.

As the first research question aims to define the relationship of sports consumers to private sports centers, the general averages of sports consumers were measured oriented to each relational result scale. The highest relational outcome average was trust (M=4.05, SD=0.79). Satisfaction came second (M=3.94, SD=0.71), and commitment came third (M=3.69, SD=0.64). The results are shown in Table 1.

Table 1: Relational dimensions of sports consumers with private sports centers

Descriptive Statistics

	Mean	Std. Deviation	N
Trust	4.0508	0.78588	300
Commitment	3.6925	0.63961	300
Satisfaction	3.9383	0.70884	300

When comparing the relational dimensions of sports consumers with private sports centers related to their membership duration, trust (M=4.10, SD=0.80), satisfaction (M=4.05, SD=0.68), and commitment (M=3.79, SD=0.64) of 157 participants going to a private sports centers for six months or more, was found to be higher than trust (M=3.99, SD=0.77), satisfaction (M=3.81, SD=0.72), and commitment (M=3.59, SD=0.63) of 143 participants going to a private sports centers for less than five months. The results are shown in Table 2.

Table 2: Comparison of relational dimensions of sports consumers with private sports centers compared to membership duration

Report

Membership Duration		Trust	Satisfaction	Commitment
1-5 months	Mean	3.9948	3.8164	3.5909
	N	143	143	143
	Std. Dev.	0.77395	0.72186	0.62837
6 months or more	Mean	4.1019	4.0494	3.7850
	N	157	157	157
	Std. Dev.	0.79560	0.68021	0.63767
Total	Mean	4.0508	3.9383	3.6925
	N	300	300	300
	Std. Dev.	0.78588	0.70884	0.63961

There was statistically significant difference between commitment ($F=7.033$, $p < 0.05$), and satisfaction ($F=8.278$, $p < 0.05$) averages of two groups with 95% reliability according to the Anova test result. However, the difference between the trust ($F=1.393$, $p > 0.05$) averages was statistically insignificant.

In order to search for the answer to research question 2, the correlations between the communicative processes of sports consumers with their private sports centres and their relational dimensions were examined, and a meaningful relationship was found between them. The highest correlation

was between the dimensions of control mutuality and trust. The correlation coefficient of this relationship was measured as 0.647. The correlation coefficient between control mutuality and satisfaction was 0.580, and the correlation coefficient between control mutuality and commitment was measured as 0.535. The results are shown in Table 3.

Table 3: Relation between communicative process (control mutuality) and relational outcomes (trust, commitment, satisfaction)

		Collateral Control
Pearson Correlation	Trust	0.647
	Commitment	0.535
	Satisfaction	0.580

A series of regression analyses was conducted to look for answers to question 3, aimed at estimating the supportive behaviors of sports consumers to the private sports centers in the relationship development strategies of public relations. According to the results, relational outcomes can predict 53.3% of supportive behaviors. The results are shown in Table 4.

Table 4: The effect of relationship development strategies on supportive behaviors of sports consumers

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.533[a]	0.284	0.277	0.90740	0.284	39.114	3	296	0.000	1.893

a. Predictors: (Constant) Trust, Commitment, Satisfaction
b. Dependent Variable: Supportive behaviour

In order to search for the answer to research question 4, the correlation between the perception of corporate reputation for service quality of sports centers' physical infrastructure, and relational dimensions, was examined, and there was a meaningful relationship between them. The highest correlation with the perception of corporate reputation for service quality was found with satisfaction dimension, and the correlation coefficient was measured as 0.633. The correlation coefficient of the perception of corporate reputation for the service quality, with trust, was 0.518, and the correlation coefficient with commitment, was measured as 0.517. The results are shown in Table 5.

Table 5: The relation between the perception of corporate reputation for service quality and relational outcomes

		Perception of Corporate Reputation for Service Quality
Pearson Correlation	Trust	0.518
	Commitment	0.517
	Satisfaction	0.633

Conclusion and Discussion

The purpose of this study was to examine the effects of relationship development dimensions, conceptualized by measuring the effects of relationship development strategies on consumers in public relations. In the context of the research, the dimensions of the relationship of sports consumers with private sports centres were measured, and the effects of sports consumers' attitudes of satisfaction, commitment, trust, and supportive behaviour, were assessed. The results of the research provide several suggestions for private sports centres to have a better interaction with consumers.

According to research findings, trust is the most important variable in relational outcomes. The trust factor, defined as keeping promises to sports consumers, being fair and honest, and acting ethically, is a very important component of the relationship between the organization and target group. The dimension of trust, without regard to the membership duration, to the private sports centers, gives the highest average among the relational outcomes. It was also measured that the element of trust has a long-term effect on satisfaction and corporate commitment. For this reason, it would be useful for private sports centres to examine the effect of these dimensions on their consumers. Beyond economic interests, initiatives that represent social benevolence and acting responsibly can contribute to relational outcomes. Otherwise, insincerity in well-intentioned behaviours for corporate commercial purposes may cause public relations studies to be ineffective. It is not surprising that private sports centres have kept their promises for sports consumers and gained their trust because of their fair and honest behaviour. As a result, if private sports centres are trying to establish positive and long-term relationships with their target groups, they should be fair and honest, and reassure them.

Another finding of the research is that there is a significant relationship between the communicative process and relational dimensions. As defined in the literature review, control mutuality has been identified as a strong component of relational dimensions. We think that this communicative

process may increase the overall relationship with consumers. Likewise Ki and Hon (2007, 1) found that the perceptions of satisfaction and control mutuality developed a positive attitude toward the organization, while the positive attitudes were predisposing supportive behavioural intentions to the organization. However, control mutuality is a two-sided concept. This element will emerge when both sides are willing to have a sense of control over each other in a similar way. Although the goal is to strengthen relational outcomes, private sports centres may not want sports consumers to have a sense of control over themselves. For this reason, control mutuality should be balanced and approached carefully, when used in conjunction with private sports centres and consumers.

According to the results of the research, relational outcomes were important factors for supportive behaviours of sports consumers, because, according to research findings, relational outcomes are an important indicator of supportive behaviours. In the academic literature, regardless of the sector, the importance of gaining supportive behaviours of the target groups has always been emphasized. Nonetheless, we can say that there is limited information on the importance of perceptions, especially in connection with the public relations studies which aim to produce supportive behaviour in the field of sports. This is because the level of supportive behaviour, especially in sports, may vary according to individual characteristics, regional differences, knowledge, economic resources, and expectations. Although supportive behaviours are also related to service quality and corporate value, they have to be supported and strengthened by the relationship development strategies of public relations. Particularly in areas where corporate reputation is weak, greater emphasis should be placed on relationship development strategies. When corporate decisions are made, organizations that prioritize the decisions of target groups can make the target group embrace the organization. That's why the suggestions of target groups in decisions, requests, and concerns, have to be taken into account. Information transfer that might affect target groups enables open communication with target groups. Open communication channels and target groups are not only informed, but at the same time contribute to more positive thinking in the target groups, in relation to the organization. As a result, the target groups can think more positively towards the organizations, feel more secure, and behave supportively.

Although the highest correlation among relational outcomes between private sports centers and sports consumers is the trust dimension, the highest relationship has been measured between the corporate reputation for the service quality regarding physical infrastructure, and satisfaction.

However, according to the results of the research, it has been seen that the dimension of satisfaction towards service quality towards physical infrastructure does not increase the dimensions of trust and commitment. Because sports consumers may be satisfied with sports organizations, they may find services offered by other sports organizations the same, or more attractive. Therefore, focus should be on making sports consumers feel that they are really valuable in order for public relations practices to create satisfaction. This simple, but often neglected, approach can be said to be effective in gaining the trust and corporate commitment of a consumer. For this reason, private sports centers should be encouraged to recognize the sports consumers they serve, and to take into account various methods that can be developed, apart from discounting fees for their members. There are many different strategies that can be used by organizations to identify target groups and gain their emotional and behavioural support. At the core of these different strategies should be effective communication. The more open and effective the communication methods and processes of an organization, the more likely it is that target groups will gain a positive experience of the organization, because it is important to maintain relational results as well as to establish them. An approach such as foregrounding the presence of a sports consumer in a sporting environment may contribute to the tolerance of certain disadvantages or negatives for the sports consumer to sports centres.

These findings show that private sports centres can use specific management strategies to increase the trust, satisfaction, commitment and supportive behaviours of sports consumers. They can offer sports consumers superior value relative to their competitors, such as acknowledging their value by thanking them for their membership, showing respect, and offering personal service- often neglected strategies- to improve the consumer's perception. These behaviours can be a powerful source of motivation for sports consumers' perceptions. Therefore, such behaviour should be viewed as a form of social responsibility, because private sports centers can think that they have provided a quality service by improving the physical and technological infrastructure they have, and fulfilled their responsibilities towards membership fees. However, this will create a reciprocal commitment when sports centers establish individual relationships with consumers in a symmetrical strategy. This commitment contributes to providing more benefit to both sides.

As with all research, there are some limitations that may affect the generalization of these research findings and interpretations. There can be very different reasons which can affect the association results of a relationship between a sports centre and its consumers. However, these

causal attitudes weren't examined within the scope of the research. Exploring the social, economic, and cultural, structure of the relationship between private sports centres and consumers, environmental factors, service hours, difficulties in theory and practice, and other factors affecting the motivations of sports consumers, can contribute to a better understanding of this relationship. Moreover, trust, satisfaction, commitment, and supportive behaviours, may change over time. The structure of private sports centres may not be similar to other sports companies or other sector companies. The results of research conducted in different companies may differ according to the sociocultural and demographic characteristics of the participants. Future research should explore the controllable and uncontrollable differences, and their causes, which can change relational outcomes over time.

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