2014

The Sportsphere: A Comprehensive Approach to Examining the Work Environment in Public Assembly Facilities

Kimberly L. Mahoney
University of New Haven, KMahoney@newhaven.edu

Donna Pastore
The Ohio State University

Comments

The Sportsphere: A Comprehensive Approach to Examining the Work Environment in Public Assembly Facilities

Kimberly L. Mahoney
University of South Carolina

Donna L. Pastore
The Ohio State University

Abstract

The primary purpose of this study was to examine the work experience for paid, part-time event staff within public assembly facilities and posited the "employee sportsphere" as a more comprehensive approach to study the work experience of event staff. Specifically, this study explored event staff ratings of various aspects of the employee sportsphere, explored the relationship between the employee sportsphere and overall job satisfaction, and explored the relationship between overall job satisfaction and employees' willingness to return to work. A census of paid, part-time event staff at a multipurpose public assembly facility ($N = 406$) generated a 70.2% response rate. Implications of the results of this study are discussed, and recommendations for future research are suggested.

Keywords: *sportsphere; servicescape; sportscape; public assembly facility; employees*

A multitude of research exists addressing volunteers (Andrew, 1996; Bang, Ross, & Reio, 2013; Chelladurai, 1999; Engelberg, Zakus, Skinner, & Campbell, 2012; Green & Chalip, 1998; Johnston, Twynam, & Farrell, 1999; Rubin & Thorelli, 1984; Silverberg, Backman, & Backman, 2000; Slack, 1981; Smith, 2003). However, the research generally addresses sport volunteers within two contexts: sport organizations and special events. Clearly, volunteers are the backbone of many sport organizations and special events. According to the International Olympic Committee (2013), up to 70,000 volunteers supported the 2012 Summer Games in London. According to the Athens Olympic Games official website (n.d.), 34,548 people volunteered in Barcelona (1992), 60,422 volunteered in Atlanta (1996), and 47,000 volunteered in Sydney (2000), and the Athens Olympic Committee (2004) received 160,000 applications for volunteer opportunities. Volunteers are found tirelessly working for small local events and activities, such as marathons, festivals, and public parks and recreation. Indisputably, volunteers are critical to sport in today's world, and many organizations could not function without them. Nevertheless, volunteers are not the primary source of personnel for many public assembly facilities, which host hundreds of events throughout the year, as opposed to special events that occur once a year, such as marathons and cycling races.

When examining major public assembly facilities (multipurpose arenas and stadiums), ushers, ticket takers, and security personnel most often are paid for their work. According to a 20-year industry veteran (personal communication, August 30, 2005), volunteers generally are found working only in concession stands, where they are raising money for the organization they represent (e.g., school band, cheerleading squad). In collegiate facilities, volunteers may be more common where the institution has a long-standing tradition of volunteering. Even then, volunteers usually are found only in certain positions (concessions and ushers). On the other hand, volunteers tend to be the norm at performing arts venues. Unfortunately, a literature base does not exist pertaining to the role of event personnel in public assembly facilities. As volunteers and their experiences have been addressed in the literature, the same should be done for paid, part-time staff to determine the differences and similarities between the two groups. Event volunteers and paid, part-time event personnel are not the same, and previous research findings should not be applied to both groups.

Paid, part-time event staff constitute a large percentage of event personnel working in sport and entertainment facilities, and they facilitate delivery of the event experience to customers. According to Mullin, Hardy, and Sutton (2007), "The people who work in a facility may be the major force in projecting a facility's image and in its ultimate success" (p. 356). In the context of sport and entertainment, service personnel may add to or detract from the customer's experience (Chelladurai & Chang, 2000; Greenwell, Fink, & Pastore, 2002). Therefore, the management of each service encounter is important in enhancing overall perceptions of service quality (Bitner, 1990). In a sport context, Greenwell et al. (2002) investigated the influence of individual physical facility elements, service personnel, and the core product on customer satisfaction in minor league hockey. Their results suggest that a good facility alone may not determine customer satisfaction, but a good facility in conjunction with an acceptable core product and good service personnel may be influential. Therefore, management must pay attention to all three dimensions of the service experience.

Bitner (1992) defined servicescape as the "built" environment, which includes ambient conditions (temperature, air quality, noise, music, and odor); space/function (layout, equipment, and furnishings); and signs, symbols, and artifacts (signage, personal artifacts, and style of décor). Wakefield and Sloan (1995) originally defined the sportscape to include parking, cleanliness, crowding, fan control, food service, and team loyalty. Wakefield, Blodgett, and Sloan (1996) later altered their sportscape model to include stadium access, facility aesthetics, scoreboard quality, seating comfort, layout accessibility, space allocation, signage, and perceived crowding.

Notably absent from the servicescape and sportscape literature is the element of service, which has been either overlooked or purposefully excluded (Bitner, 1992; Wakefield & Blodgett, 1994, 1996; Wakefield et al., 1996; Wakefield & Sloan, 1995). Bitner (1990) acknowledged service as part of the marketing mix, but in her 1992 study of the servicescape, she purposefully excluded the element of service to focus on the physical surroundings. Distinguishing characteristics make services more difficult to evaluate than goods, including intangibility, lack of standardization, and inseparability of production and consumption (Zeithaml, Parasuraman, & Berry, 1990). In addition, much of the existing literature has focused on service encounters of a relatively short duration (Wakefield & Blodgett, 1996). Leisure service settings generally require customers to spend extended periods of time in the environment. In addition, customers are present for hedonistic purposes as opposed to the functional purposes behind a trip to the bank or the dry cleaners. In the case of public assembly facilities, customers and staff spend extended periods of time in the facility and actively are involved in the event experience. Although the direct interaction between an individual customer and the event staff may constitute a small percentage of the total time spent in the environment, that interaction may have important ramifications in the customers' overall experience. Customers likely will interact with parking attendants, ticket sellers, ticket takers, security, ushers, and concessions personnel. Most members of the event staff (with the exception of those working in backstage areas) will interact with hundreds, if not thousands, of customers during each event.

It is important to consider the paid, part-time event staff and their work experience due to their vital role in the delivery of the guests' event experience. In addition, employees, as well as customers, are interested in spending their time in a pleasant environment and therefore should be treated with the same concern (King, 1999). With that in mind, the proposed framework, as illustrated in Figure 1, is conceptualized as a more comprehensive view of the work experience of paid, part-time staff in public assembly facilities. The framework incorporates the holistic environment (the proposed employee sportsphere), its influence on employee satisfaction, and the subsequent influence on their willingness to return.

Holistic Environment: Employee Sportsphere

Each element contributes to the overall experience, the employee sportsphere, though when considering the unique priorities of each individual, some elements may play a larger role. Management may influence or control each element to some extent while working within the constraints of the environment. Event staff, as well as guests, may be willing to overlook certain negative aspects of their work experience depending on their priorities. In their investigation of the sportscape at major metropolitan stadiums, Wakefield et al. (1996) found that a sizeable portion of spectators either are willing to put up with poor parking or do not directly associate it with the quality of the sportscape. The same logic may apply to paid, part-time employees in facilities, whereby they may be willing to accept perceived negative aspects of their work experience, such as paying to park, low hourly rates, or long hours.

Previous research on fan servicescapes and sportscapes has focused on select elements of a complex environment. Turley and Bolton (1999) found that fast food customers are able to evaluate major portions of the retail environment and that summing of these portions provides a view of their affective perceptions of the entire atmosphere. Therefore, the proposed framework attempts to incorporate the holistic environment to produce a more comprehensive conceptualization of paid, part-time event staff members' work experience.

The newly proposed employee sportsphere is an extension of the servicescape (Bitner, 1992) and the sportscape (Wakefield et al., 1996) and consists of the sportscape, behavioral variables, and benefits. The sportscape is the built environment and includes the subdimensions of facility and technology. Facility includes the layout, signage, space allocation, décor, attractiveness, and cleanliness of the facility. Technology includes the scoreboard, concourse televisions, and the

overall use of technology. Each element was identified for inclusion based upon previous work by Bitner (1992), Wakefield and Sloan (1995), Wakefield and Blodgett (1996), and Wakefield et al. (1996).
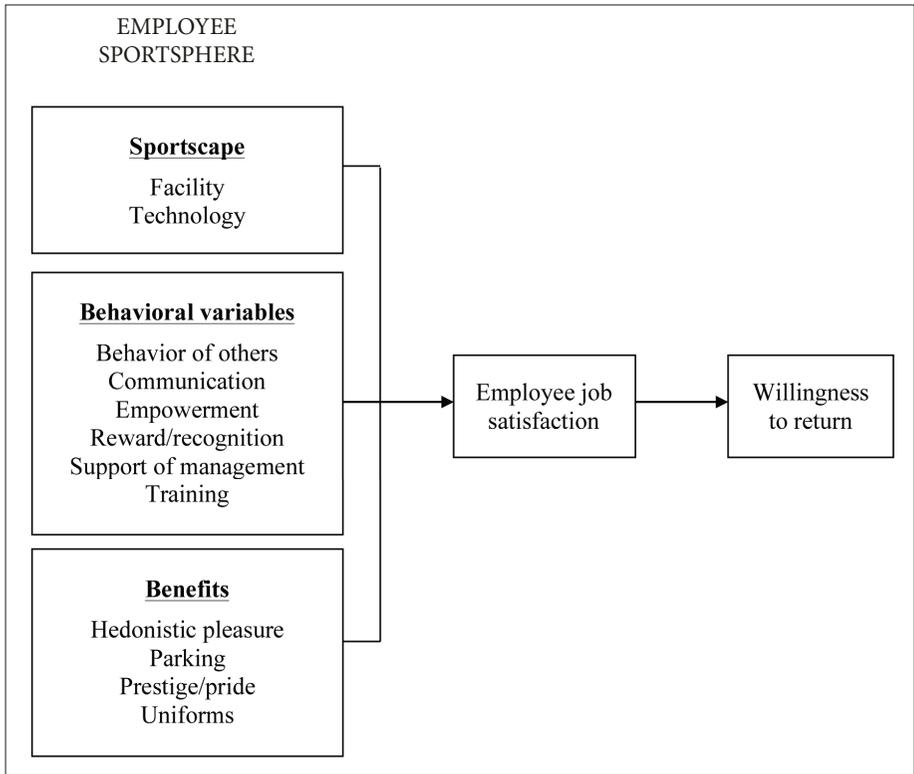
Figure 1. Framework for understanding the employees' work experience in public assembly facilities.

The researchers identified behavioral variables for inclusion based upon previous work in human resources and service quality, including findings from Hunt, Bristol, and Bashaw (1999), Bitner, Booms, and Mohr (1994), Geralis and Terziovski (2003), Goodale, Koerner, and Roney (1997), Barbee and Bott (1991), Mayer (2002), Berry (1986), Saunderson (2004), Yoon, Beatty, and Suh (2001), Zeithaml and Bitner (2003), and Thomas (1999). Each element is identified and defined in Table 1.

Table 1

Behavioral Variables of the Proposed Employee Sportsphere

Element	Description
Behavior of others	Behavior of other employees and guests.
Communication	Reciprocal channels, from employees to management, and vice versa.
Empowerment	The amount of discretion and autonomy given to staff (Sparks, Bradley, & Callan, 1997).

Table 1 (cont.)

Element	Description
Reward and recognition	Manifestation of respect for a job well done.
Support of management	Managers' concern and support for their employees' work and represent the degree to which they create a facilitative climate of support, trust, and helpfulness (Yoon, Beatty, & Suh, 2001).
Training	Critical to prepare employees for satisfying customers.

Benefits include items employees may view as basic requirements of employment. When management provides these elements as expected, the effect may not be apparent. But when they do not meet expectations, the impact on employee perceptions of their work experience and subsequent outcomes may be negative. Each element is identified and defined in Table 2.

Table 2
Benefits of the Proposed Employee Sportsphere

Element	Description
Hedonistic pleasure	As with customers' behavior intentions, employees' behavioral intentions are impacted by the servicescape when the service is consumed primarily for hedonistic purposes.
Parking	Management must facilitate employment including provisions for employee parking.
Prestige/pride	Prestige/pride associated with working for a particular organization.
Uniforms	Serve as a visible sign of service quality to customers and employees.

Outcomes

Job Satisfaction

Job satisfaction is defined as "the affective reaction that individuals have toward their jobs and their experiences in them" (Chelladurai, 1999, p. 245) and is a function of the person–environment interaction (Scarpello & Campbell, 1983). Increased satisfaction with aspects of the job may benefit the organization through reduced absenteeism, decreased turnover, and fewer work-related accidents (Balzer et al., 1990). Job satisfaction has been shown to be one of the best predictors of turnover (Lee, 1988), which is a constant concern for management in public assembly facilities.

Willingness to Return

According to Berry (1999), many organizations plagued by high employee turnover avoid investing in employees because of their propensity to leave. The successful organizations studied for Berry's book, *Discovering the Soul of Service*, take the opposite approach and invest in infrastructure, tools, and incentives necessary for employees' success. The premise of the proposed employee sportsphere is much the same: An investment in gaining a better understanding of the work experience for the employees is an investment in the success of the organization.

According to Zeithaml and Bitner (2003), "if employees feel valued and their needs are taken care of, they are more likely to stay with an organization" (p. 339). Therefore, willingness to return to the organization is the second outcome. Customers' satisfaction with the services-

cape positively affects their willingness to return (Wakefield & Blodgett, 1996). Employees, as well as guests, are motivated by the overall experience, and if satisfied with it, they will return.

Purpose of the Study

The primary purpose of the current study was to examine the work experience of paid, part-time event staff within public assembly facilities. Specifically, this study posited the employee "sportsphere" as a more comprehensive approach to study the work experience of event staff. The current study investigated to what extent the employees' perception of the sportsphere influences their job satisfaction and their willingness to return.

Oftentimes in the planning and management of facilities, customers and clients are considered, but rarely the event staff. Their desire to be in the environment is influenced by the elements presented here. Therefore, the staff also should be considered in the management and planning of facilities.

For the purposes of this study, the paid, part-time event staff will be referred to as the event staff or employees and a public assembly facility is defined as any public or private facility designed to accommodate people that assemble for a common purpose (Russo, Esckilsen, & Stewart, 2009). The term *public assembly facility* may refer to arenas, complexes, convention centers, or stadiums, among others.

Research Questions

This study was exploratory in nature, and therefore, the researchers made no specific hypotheses. The researchers examined three research questions to address each portion of the proposed framework. Management must work within constraints to maximize available resources. Therefore, it is important to identify how employees rate their current work experience and then determine which aspects of the sportsphere most influence their overall satisfaction. These findings will assist management in prioritizing future plans. These issues were addressed with the following research questions:

- RQ 1: What aspects of the sportsphere do employees rate the highest?
- RQ 2: What aspects of the sportsphere influence satisfaction the most?

Last, the researchers investigated the relationship between job satisfaction and the event staff's plans to return to work at the facility. This portion of the framework was addressed by a third research question:

- RQ 3: How is the employees' willingness to return influenced by their level of job satisfaction?

Method

Subjects

The subjects were paid, part-time event staff ($N = 406$) at a 20,000-plus-seat multipurpose public assembly facility located in a mid-sized Midwestern city with roughly 1 million people living in the metropolitan area. A census approach was used, and each staff member was mailed a cover letter, evaluation tool, and a self-addressed, postage-paid return envelope. A total of 293 (out of 406) members of the event staff completed the evaluation tool. Of the 293 returned, 285 were deemed usable for a 70.2% response rate.

Demographic information was collected for exploratory uses and therefore is not addressed by the research questions. However, it provides a glimpse of the population. When asked to indicate which positions they work (all that apply), 94% worked as ushers or ticket takers and 61% worked other positions including security, parking, guest services, supervisors, and a few spe-

cialized positions. Retirees made up just over 45% of respondents, over 36% indicated they were employed full-time elsewhere, and nearly 13% were students. The average age of respondents was just over 54 years old, and ages ranged from 18 to 84 years. Women made up nearly 44% of respondents, and men constituted just over 56%. Nearly 89% of respondents classified themselves as Caucasian/white, and nearly 7.6% classified themselves as African American/black.

Evaluation Tool

The evaluation tool comprised four sections, and all items (except demographic items) used a Likert-type scale from 1 to 6. Part 1 consisted of a commonly used single item of measurement for overall job satisfaction, with a Likert-type scale ranging from *strongly dissatisfied* (1) to *strongly satisfied* (6). Part 2 consisted of three items that address employee willingness to return, with a Likert-type scale from *strongly disagree* (1) to *strongly agree* (6). Part 3 consisted of 38 items addressing the sportsphere, with a Likert-type scale ranging from *strongly disagree* (1) to *strongly agree* (6). Part 4 included 10 demographic items.

Though the use of previously developed scales is preferred (Fraenkel & Wallen, 2000), a preexisting scale or tool that evaluates the work experiences for paid, part-time event staff in public assembly facilities did not exist. Therefore, for this particular study, the researchers developed a tool using items from preexisting scales and created similarly structured items to address aspects of the sportsphere that previously had not been studied. To develop the evaluation tool and establish the validity and reliability of the tool, the researchers consulted with a panel of experts and conducted a field test and a pilot test. For a comprehensive discussion of the evaluation tool, please refer to (Mahoney & Pastore, 2014).

Data Collection

Approval was obtained from the Human Subjects Review at the appropriate institution prior to the collection of data. To increase the response rate, data collection procedures included the following slightly modified version of Dillman's (2000) suggested procedures for data collection via mail surveys: (a) pre-notice via a previously scheduled newsletter from facility management, (b) evaluation tool packet, (c) postcard thank you/reminder, and (d) replacement evaluation tool. U.S. mail was used because the population included a number of older individuals that either were not adept with computers or did not use computers, and the researchers did not want to exclude any portion of the population. Data for the final sample were collected during the heart of the busy season for this facility. Two of the three tenants (men's basketball and women's basketball) were still in season, and the men's ice hockey team had just completed its season. During that time, several special events occurred as well, including three state high school tournaments and two concerts. Most new employees begin their employment in August or September. Therefore, ample time was available for new employees to form impressions of the work environment, and all subjects had ample reference points with which to evaluate their current work environment.

Data Analysis

Descriptive statistics, means, standard deviations, correlations, and multiple regression analyses were used. Data were analyzed to address each of the research questions using SPSS statistical software. Cronbach's alphas and item-to-total correlations were used to address the reliability of the instrument. Refer to Mahoney and Pastore (2014) for a complete discussion regarding the reliability of the instrument.

More specifically, the first research question addresses participants' level of agreement with the elements of the proposed employee sportsphere. Therefore, the researchers used descriptive statistics including frequencies, means, and standard deviations.

The second research question addresses how employee perceptions of the proposed sportsphere (including sportscape, behavioral variables, benefits, and their corresponding components) influence their job satisfaction. Due to the exploratory nature of this research, the researchers used multiple regression with a simultaneous entry of the independent variables into the regression equation. This technique enabled the researchers to identify the relative importance of each component of the proposed employee sportsphere (i.e., behavior of others, communication, empowerment, etc.).

Since the third research question involves a single independent variable, satisfaction, the researchers used simple regression to assess the relationship between satisfaction and willingness to return.

Results

Research Question 1

The evaluation tool included 38 items pertaining directly to the employee sportsphere. The mean scores for the individual items ranged from 4.24 to 5.45, with 1 being *strongly disagree* and 6 being *strongly agree*. Of those 38 items, the two highest rated items pertained to hedonistic pleasure (Items 29 and 40). The eight highest rated items pertained to prestige/pride (Items 16 and 35), parking (Item 14), aesthetics (Item 20), and training (Item 39), and the remaining item pertainto hedonistic pleasure (Item 13). Six of the eight highest rated items were from the benefits portion of the employee sportsphere.

The mean scores for each component ranged from 4.49 to 5.32. Not surprisingly, of the mean scores, hedonistic pleasure rated the highest at a mean of 5.32 with the next highest component, prestige/pride, at 5.12. The two lowest rated components were support of management and reward and recognition with means of 4.53 and 4.49, respectively.

The means and standard deviations are listed in Tables 3, 4, and 5. Since many items were created for this study and then combined with items from other instruments, the table includes the mean and standard deviation for each individual item and for each component as introduced in Figure 1.

Table 3

Means and Standard Deviations for Sportscape

Sportscape	Item	*M*	*SD*
Facility	This facility's layout makes it easy to get where I need to go.	4.98	1.034
	This facility is decorated in an attractive fashion, which creates a positive impact on my work here.	4.99	.983
	Effective directional signs at this facility make my job easier.	4.50	1.205
	This is an attractive facility and creates a positive impact on my work here.	5.14	.864
	This facility allows enough space to handle the crowds, thereby making my job easier.	4.87	.938
	The cleanliness of the facility makes my time spent working here more enjoyable.	4.79	1.068
	Facility: Overall	4.88	.769

Table 3 (cont.)

Sportscape	Item	*M*	*SD*
Technology	The scoreboard makes my work experience more enjoyable.	4.82	1.126
	The television monitors on the concourse help make my job easier.	4.39	1.130
	This facility makes good use of available technology (radios, ticket scanners, etc.) that assists me in doing my job.	4.64	1.169
	Technology: Overall	4.59	.926

Table 4

Means and Standard Deviations for Behavioral Variables

Behavioral variable	Item	*M*	*SD*
Behavior of others	The behavior of guests enhances my work experience.	4.91	.949
	The behavior of other employees enhances my work experience.	4.71	1.001
	Behavior of others: Overall	4.81	.823
Communication	Staff are kept well informed on all issues affecting their jobs.	4.52	1.042
	I am able to communicate with management as needed.	4.83	1.051
	There are open communication channels between all staff (part-time and full-time) in this facility.	4.59	1.109
	Communication: Overall	4.65	.924
Empowerment	I have significant autonomy in determining how to do my job.	4.59	1.000
	I have considerable opportunity for independence and freedom in how I do my job.	4.60	1.038
	Staff are fully empowered to resolve customer problems.	4.72	1.007
	Empowerment: Overall	4.63	.888
Reward & recognition	Outstanding service to customers is recognized.	4.74	1.118
	Management recognizes contributions of individuals on a regular basis.	4.37	1.075
	Management rewards employees when they deliver good service.	4.38	1.170
	Reward & recognition: Overall	4.49	1.002
Support of management	I can trust management to back me up on decisions I make on the job.	4.71	1.068
	Management is supportive of my ideas and ways of getting things done.	4.28	1.028
	Management supports my actions.	4.65	1.018
	Support of management: Overall	4.54	.926

Table 4 (cont.)

Behavioral variable	Item	M	SD
Training	Staff receives the training they need to perform their job effectively.	4.90	1.010
	Staff is provided with adequate training when new technologies and tools are introduced.	4.70	.948
	I have received enough training to perform my duties as expected.	5.12	.856
	Training: Overall	4.91	.829

Table 5

Means and Standard Deviations for Benefits

Benefits	Item	M	SD
Hedonistic pleasure	I enjoy spending time with coworkers at this facility.	5.11	.934
	I enjoy being at this facility during events.	5.45	.777
	I look forward to future events at this facility.	5.39	.853
	Hedonistic pleasure: Overall	5.32	.731
Parking	Local roads make it easy to get to the facility.	5.29	.886
	Provisions for employee parking are acceptable.	4.90	1.116
	Parking lots are easy to exit after the event.	4.24	1.381
	Parking: Overall	4.81	.925
Prestige/pride	My work gives me a sense of pride.	5.20	.966
	There is a level of prestige associated with working in this facility.	4.88	.981
	I enjoy telling others about my experiences working in this facility.	5.30	.887
	Prestige/pride: Overall	5.12	.821
Uniforms	Quality uniforms are provided for the staff.	4.56	1.223
	Our uniforms are a positive reflection of the organization.	4.62	1.208
	Uniforms serve as an indicator of overall quality.	4.62	1.140
	Uniforms: Overall	4.60	1.075

Research Question 2

The second research question examined how employee perceptions of the proposed sportsphere (including components within sportscape, behavioral variables, and benefits) influence their job satisfaction. A correlation matrix for each component of the employee sportsphere and job satisfaction is presented in Table 6. All correlations are statistically significant ($p < .001$).

Of the correlations between the 12 predictors and the dependent variable, job satisfaction, the strongest correlations were between job satisfaction and facility reported at .585. Not surprisingly, prestige/pride and hedonistic pleasure demonstrated the next strongest correlations at .553 and .532, respectively. The predictor with the weakest correlation to job satisfaction was uniforms with a .413 correlation.

Table 6

Correlation Between Variables for Research Question 2

	JS	FAC	TEC	BBO	COM	EMP	RR	SM	TR	HP	PAR	PP	UN
JS	1.000	0.585	0.499	0.421	0.526	0.518	0.507	0.511	0.477	0.532	0.433	0.553	0.413
FA		1.000	0.698	0.626	0.727	0.594	0.550	0.635	0.675	0.690	0.622	0.712	0.587
TE			1.000	0.604	0.627	0.568	0.557	0.542	0.620	0.519	0.504	0.590	0.571
BB				1.000	0.589	0.514	0.473	0.509	0.536	0.594	0.433	0.649	0.536
COM					1.000	0.676	0.676	0.778	0.666	0.549	0.477	0.576	0.598
EM						1.000	0.534	0.676	0.619	0.503	0.512	0.567	0.464
RR							1.000	0.608	0.585	0.443	0.457	0.488	0.564
SM								1.000	0.594	0.472	0.467	0.533	0.531
TR									1.000	0.573	0.442	0.583	0.524
HP										1.000	0.485	0.811	0.478
PA											1.000	0.521	0.423
PP												1.000	0.570
UN													1.000

Note. All correlations significant at the .001 level. JS = job satisfaction; FA = facility; TE = technology; BB = behavior of others; CO = communication; EM = empowerment; RR = reward & recognition; SM = support of management; TR = training; HP = hedonistic pleasure; PA = parking; PP = prestige/pride; UN = uniforms.

Ideally, an examination of the correlations among the predictor variables would demonstrate no relation to each other, to maximize their contribution to the prediction of the dependent variable (Shannon & Davenport, 2001). In the current study, one correlation failed to meet the guideline for acceptability ($r \geq .80$). The correlation between hedonistic pleasure and prestige/pride is .811. Therefore, results and interpretations pertaining to these predictor variables should be interpreted with caution.

The overall equation for the regression was significant, $F(12, 270) = 18.044$, $p < .001$, and the set of independent variables accounted for 44.5% of the variance (adjusted $R^2 = 42\%$) in job satisfaction (see Table 7). Facility ($b = .214$, $sr^2 = .0114$, $t = 2.37$, $p < .05$), empowerment ($b = .140$, $sr^2 = .0081$, $t = 1.98$, $p < .05$), and reward and recognition ($b = .194$, $sr^2 = .0171$, $t = 2.90$, $p < .01$) contributed uniquely. Although other components contributed to the overall variance explained in job satisfaction, they did not explain the variance uniquely. Nonetheless, all components correlated significantly with job satisfaction. Four components with correlations above .5 include prestige/pride ($r = .553$, $p < .001$), hedonistic pleasure ($r = .532$, $p < .001$), communication ($r = .526$, $p < .001$), and support of management ($r = .511$, $p < .001$). The remaining correlations ranged from .413 to .499, and all were significant at the .001 level.

Table 7

Results of Simultaneous Regression of Sportsphere Components on Job Satisfaction

	Independent variables	β	t	sr^2 (unique)
Sportscape	Facility	.214	2.37	.0114*
	Technology	.074	1.05	.0022
Behavioral variables	Behavior of others	-.077	-1.17	.0028
	Communication	-.032	-.348	.0002
	Empowerment	.140	1.98	.0081*
	Reward & recognition	.194	2.90	.0171**
	Support of management	.097	1.24	.0031
	Training	-.049	-.696	.0010
Benefits	Hedonistic pleasure	.148	1.80	.0067
	Parking	.006	.106	.0002
	Prestige/pride	.129	1.44	.0042
	Uniforms	-.041	-.649	.0008

Note. R = .667. R^2 = .445. Adjusted R^2 = .420.
*$p < .05$. **$p < .01$.

Research Question 3

The third research question examined how employees' willingness to return was influenced by their level of job satisfaction. The overall equation for the regression was significant, $F(1, 289)$ = 80.399, $p < .001$, and the independent variable (job satisfaction) accounted for 21.8% of the variance (adjusted R^2 = 21.5%) in employees' willingness to return. Regression statistics included b = .467, t = 8.967, $p < .001$.

Discussion

The primary purpose of this study was to examine the work experience of the paid, part-time event staff within public assembly facilities. Specifically, this study posited the employee "sportsphere" as a more comprehensive approach to study the work experience of event staff. The current study investigated to what extent the employees' perception of the sportsphere influences their job satisfaction and their willingness to return. The following discussion is divided into five sections including a discussion of the instrument, results for each of the research questions, and recommendations for future research.

Research Question 1

The first research question is primarily based in practical application. The results and discussion include an investigation of not only the components of the employee sportsphere but also the individual items. The ability to analyze individual items provides facility managers the opportunity to examine specific issues within their facility and assists them in identifying what areas warrant their time and attention.

Participants were asked to respond to 38 items pertaining to their overall work experience, the employee sportsphere. Items were rated on a Likert-type scale from *strongly disagree* (1) to *strongly agree* (6). Item means were above 4.0, ranging from 4.24 to 5.45. The eight highest rated items (those above 5.0) represented the following difference components: hedonistic pleasure, prestige/pride, parking, facility, and training. All three hedonistic pleasure items were ranked in the top eight, and two of the three prestige/pride items were ranked in the top eight.

As with most guests, the event staff may be present because of the pleasure generated by the experience. They may be fans of the home team or the sport and/or enjoy the entertainment events and choose this line of work because of the opportunity to be at events without purchasing a ticket. Event staff members may desire to be around the excitement and to spend time with other individuals with the same interests. The findings in the current study appear to support this contention by their ratings of the three hedonistic pleasure items, as well as the overall mean for hedonistic pleasure (*M* = 5.32).

According to Green and Chalip (1998), a certain amount of prestige is assigned to individuals who see all the events, work backstage, meet the stars, and generally have the opportunity to see what paying customers cannot, and the findings in the current study support that contention. Two of the three prestige/pride items ("My work gives me a sense of pride" and "I enjoy telling others about my experiences working in this facility") ranked in the top eight of the 38 items. It is common to overhear employees proudly telling their war stories pertaining to their experiences on the job such as interaction with the performers/athletes and when they had to break up a fight in their section. In this particular study, the facility is located on a college campus, and three Division I athletic teams compete there. Many of the paid, part-time event staff at the facility have worked at other athletic events on campus for an excess of 40 years. Therefore, the potential exists for the prestige/pride that employees feel to be a result of their association with the university and its athletic department, as opposed to strictly being a result of their association with the facility.

Nevertheless, facility managers may incorporate this knowledge regarding employees' hedonistic motivations and prestige/pride in their work into their management of the employees' work experience. For example, when designing reward and recognition programs, managers may elect to provide rewards in the form of tickets to an event, which would not only appeal to an employees' hedonistic values but also to their sense of prestige/pride associated with their job and the facility because they have the opportunity to host family and friends at the event. Such information also would be helpful for facility management in designing a recruiting plan for part-time event personnel. If managers know what attracts individuals to work in the facility, they know what aspects of the work to promote in recruiting efforts and to incorporate into retention programs.

A parking item ("Local roads make it easy to get to the facility") also was included in the top rated items by employees. This could be because, in this particular case, local roads make it easy to get to the facility since it is located just off a major highway. However, in the item-to-total correlations used to assess reliability of the instrument, this item loaded on hedonistic pleasure (though the parking component was not far behind), which clearly is important to the paid, part-time event staff. The connection between access to the facility on local roads and hedonistic pleasure is difficult to explain, and no existing literature base exists regarding the influence of parking in this situation. Provision for access and parking are part of what management must do to facilitate employment. It is clearly an important issue to the event staff, as this particular item was ranked fourth overall with a mean score of 5.29. The researchers' experience in the industry has shown that when access and parking are not well facilitated, the event staff often become aggravated and do not feel valued by the organization. As a result, that may detract from the hedonistic pleasure they expect to experience.

The top rated items included one facility item ("This is an attractive facility and creates a positive impact on my work here"), which ranked sixth. This item clearly loaded on its own component (.779) in item-to-total correlations, but the next strongest loading was on the prestige/pride component (.638), which employees also rated highly. The attractiveness of the facility may play a part in the level of prestige/pride employees feel. According to King (1999), employees, as well as customers, are interested in spending their time in a pleasing environment. The current findings suggest that employees feel an attractive facility not only positively impacts their work but also influences the level of pride they feel regarding their place of employment.

The remaining top rated item is from the training component ("I have received enough training to perform my duties as expected"), which ranked seventh. Additional comments that respondents provided pertained to training, though only one directly referenced the amount of training received. Statements included the following: "I like the training—it shows management cares," "I find it both unbelievable and flattering that we receive the amount of training for a part-time job," and "The facility has always provided training that is germane to our work." According to Zeithaml and Bitner (2003), training relays employees' importance in the organization and better prepares them to do their job. In this particular facility, mandatory training is conducted annually for all employees, and they are paid for their time. The current ratings and statements from individual members of the staff support previous research in the field and suggest that management should continue its efforts in this area.

All component means were above 4.0, ranging from 4.49 to 5.32. Not surprisingly, the two highest rated components (those above 5.0) include hedonistic pleasure and prestige/pride. This clearly was supported by the respondents' additional comments. Several employees stated they enjoy their job and enjoy working the events. Many also clearly communicated their prestige/pride from their employment at the facility with statements such as the following: "I am proud to be a member of the staff," "I always have stories to…tell my family or my coworkers at my job," "I feel as if I am part of something special," "Working [here] is an exceptional honor," and "We…are proud to be a part of the [facility] team." Components were ranked as follows (from highest to lowest): hedonistic pleasure, prestige/pride, training, facility, behavior of others, parking, communication, empowerment, uniforms, technology, support of management, and reward and recognition. Even though support of management and reward and recognition demonstrated the lowest mean scores (4.54 and 4.49, respectively), it does not mean the facility is not performing well in those areas. Respondents were asked to indicate the extent to which they agree with a series of statements, with 1 being *strongly disagree* and 6 being *strongly agree*. Therefore, a score of 4 or higher indicates that respondents are in agreement with the statements provided within the survey items pertaining to not only support of management and reward and recognition, but also the subdimensions of the employee sportsphere in this particular facility.

In summary, the results of Research Question 1 suggest that paid, part-time event staff like to have fun, are proud of what they do, want to be provided the tools to do their job, and want to work in a nice place.

Research Question 2

The regression analysis used to address this question indicated a significant relationship between the elements of the employee sportsphere and employees' overall job satisfaction, defined as "the affective reaction that individuals have toward their jobs and their experiences in them" (Chelladurai, 1999, p. 245). The combined components of the employee sportsphere accounted for 44.5% (42% adjusted) of variance in overall job satisfaction. As indicated by the findings of this study, people are more likely to be satisfied with their job when they are pleased with various aspects of the employee sportsphere.

The facility component correlated highest ($r = .585$) with satisfaction. Although previous research has examined the built environment and its influence on customers (Bitner, 1992;

Wakefield & Blodgett, 1994, 1996; Wakefield et al., 1996; Wakefield & Sloan, 1995), the current findings lend evidence regarding the importance of the sportscape for the paid, part-time event staff in public assembly facilities. According to Bitner (1992), physical surroundings are generally more important in service settings because customers, as well as employees, experience the organization's facility. The built environment may help or hinder the ability of customers and employees to conduct their respective activities (Bitner, 1992). In their examination of servicescapes in two Major League Baseball stadiums, Wakefield and Blodgett (1994) found that respondents who perceived the servicescape to be of high quality reported higher levels of satisfaction and were more willing to attend future games. The current findings indicate that the same is true for members of paid, part-time event staff.

In their investigation of customer responses to intangible and tangible service factors, Wakefield and Blodgett (1999) indicated that because of the hedonic context, customers are apt to be more sensitive to aesthetic qualities of their surroundings. Previous discussion of the hedonistic motivations of the paid, part-time event staff lend support to the same application for employees: They are more sensitive to the aesthetic qualities of their surroundings. Their overall satisfaction is influenced by their perception of the facility, or the built environment, which in this case includes layout, décor, directional signage, attractiveness, space, and cleanliness. A practical significance of this finding suggests that the event staff should be considered in the design and construction of public assembly facilities. For example, the potential influence of the layout, directional signage, décor, and architectural elements may be addressed in the design process. Previous research has indicated these issues influence customers, and the current findings indicate they also influence the employees, their work experience, and subsequent satisfaction with their job. Currently, existing facilities may use these findings in a different manner. Management may identify areas it needs to address after construction such as improving directional signage, décor, and cleanliness of the facility. The information also may be useful for management when considering future renovations.

Empowerment ($r = .518$) and reward and recognition ($r = .507$) also contributed uniquely. Geralis and Terziovski (2003) found that when empowerment practices are implemented, they have a favorable effect on employees' well-being, productivity, performance, and service quality. In addition, Barbee and Bott (1991) indicated that empowered employees develop positive attitudes. According to Berry (1986), "Most contact employees would rather provide good service than bad service, would rather be a hero to the customer than a villain" (p. 48). The current findings support that assertion and indicate that when employees are empowered, or provided the freedom to serve, their overall job satisfaction is enhanced. Practical implications of such findings suggest that facility managers should work to empower their event staff to do what it takes to complete the job, to take care of the customers. For that to be effective, employees must believe that the power to do is theirs. The benefits are likely twofold. The findings indicate that empowered employees are more likely to be satisfied with their job, and another potential result of such empowerment is customers are satisfied more efficiently because employees are permitted and encouraged to act on their own. In most organizations, management is constantly striving to improve service to its customers.

Recognition demonstrates to the event staff that management cares about them and acknowledges what they do for the organization (Saunderson, 2004). In addition, previous research has confirmed that recognition also may instill greater satisfaction and loyalty (Saunderson, 2004). The current findings support that contention as well, revealing that in this particular setting, the reward and recognition program influences the overall job satisfaction of paid, part-time event staff. Therefore, additional attention should be afforded to the reward and recognition program at this particular facility. Challenges include trying to keep employees interested (particularly in a facility that has been open for a number of years) in the program, identifying methods of recognizing individuals when the staff size is 400-plus, and providing rewards that are meaningful as well as economical.

Additional components correlated significantly with job satisfaction including prestige/pride ($r = .553$, $p < .001$) and hedonistic pleasure ($r = .532$, $p < .001$). These two components warrant additional acknowledgement not only because of their significant correlation to job satisfaction, but also because they were the two highest rated components by the event staff with means of 5.11 and 5.32, respectively. The findings from Research Question 2 serve as another indicator of the importance of these aspects of the overall work experience.

Overall, findings in this study suggest that management at public assembly facilities should address the employee sportsphere when attempting to influence job satisfaction of paid, part-time event staff. The researchers of this study hope that this line of research will provide facility managers with tools and resources necessary to examine their own setting and employees to determine which factors are most salient in their particular circumstance. The researchers understand that facility managers must work within the constraints of their environment, and this information may assist them in prioritizing services for their employees within their means. Although the most influential aspects of the sportsphere on job satisfaction may vary from facility to facility, the findings from the current study indicate which aspects of the employee sportsphere should be addressed to have the most impact on job satisfaction. Consequently, facility managers must assess the employee sportsphere within their facility to determine where best to dedicate available resources for the most substantial results.

In summary, the results of Research Question 2 suggest that for management to positively influence the job satisfaction of paid, part-time event staff, they should provide a nice place to work, leave the staff alone to do their job, and recognize them for what they do.

Research Question 3

The regression analysis used to address Research Question 3 indicated a significant relationship between employees' overall job satisfaction and their willingness to return. Job satisfaction accounted for 21.8% (21.5% adjusted) of variance in willingness to return. As indicated by the findings of this study, people are more likely to demonstrate their willingness to return to work when they are satisfied with their work experience. Although this conclusion seems logical, it is unclear why job satisfaction was unable to explain more of the variance in willingness to return. According to Saal and Knight (1995), previous attempts to link job satisfaction with employee behaviors has been weak or inconclusive.

As presented in the recommendations for future research, the researchers suggest that in this particular setting, team loyalty may also influence employees' willingness to return. Event staff who are fans of the home team may be willing to overlook certain aspects of their work experience due to their loyalty to the team, and the same hedonistic values that attract employees may act in the same manner. As a result, although employees' overall job satisfaction may be influenced by perceptions of their work experience, their willingness to return may not be influenced in the same manner due to other potential influences.

In their investigation of satisfaction and turnover in the nursing industry, Rust, Stewart, Miller, and Pielack (1996) found that intention to remain employed was influenced strongly by the level of employee satisfaction, which suggests that determining the causes of employee satisfaction should be helpful in devising strategies to improve employee retention. The relationship between satisfaction and willingness to return illustrated with the current study suggests the same for paid, part-time event staff within a public assembly facility setting.

According to Zeithaml and Bitner (2003), "If employees feel valued and their needs are taken care of, they are more likely to stay with an organization" (p. 339). Wakefield and Blodgett (1996) found that customers' satisfaction with the servicescape positively affects their willingness to return, and similarly, the current study posited that employees are motivated by the overall experience, and if they are satisfied with it, they will return. The current findings support that contention.

In their investigation of hourly employees in the lodging industry, Milman and Ricci (2004) found that employees were more likely to remain with their current employer when they were more satisfied with their current job. They found that the most significant retention predictors were associated with intrinsic fulfillment and working conditions that were not necessarily associated with monetary rewards. In the current study, the three components (facility, empowerment, and reward and recognition) that contributed uniquely to satisfaction were associated with intrinsic fulfillment and working conditions. An example of a successful recognition program based upon intrinsic fulfillment is one the researchers implemented for paid, part-time event staff at a National Football League stadium. An employee of the game was selected for each home game and that individual received a handwritten note of appreciation from the team owner and a parking pass for a prime location at the stadium next to the owners and executive management. In addition to the facility, empowerment, and reward and recognition components, hedonistic pleasure and prestige/pride were significantly correlated to satisfaction (though they did not contribute uniquely), highly rated by the event staff, and would classify as intrinsic fulfillment.

Limitations and Delimitations

This study has three primary limitations. First, the findings cannot be generalized to other facilities and paid, part-time event staffs. The findings are applicable only to the particular facility being studied. The study must be replicated in other facilities to establish potential for generalizability. Second, the potential for socially desirable responses exists. Members of the paid, part-time event staff may feel compelled to respond to survey items in a manner they perceive to be favorable to management. In addition, one of the researchers is a former member of management at the facility used for the final study and worked closely with the event staff for over 4 years. Last, a single-item measure was used for job satisfaction. Many researchers have supported a single-item approach to measure overall satisfaction (Dolbier, Webster, McCalister, Mallon, & Steinhardt, 2005; Scarpello & Campbell, 1983; Wanous, Reichers, & Hudy, 1997; Yoon et al., 2001), and a global measure may be used when the primary interest is the overall attitude toward one's job (Spector, 1997). Nevertheless, the study and its findings still have the potential to be opened up for criticism.

The researchers imposed one delimitation in this study by not including former members of the paid, part-time event staff at the facility. They may have different perceptions of the employee sportsphere.

Recommendations for Future Research

A multitude of research addresses the role of volunteers in sport, but little, if any, addresses paid, part-time event staff. Therefore, it is important to examine each group's perception of the employee sportsphere to determine whether they are similar or two distinct groups. Another interesting comparison would be between in-house personnel and contracted event staff. Some public assembly facilities coordinate the recruiting, hiring, training, and management of their entire part-time workforce. Other facilities may contract out all or part of their event staffing needs.

Team loyalty should be explored as a moderating or mediating factor within the employees' work experience and their perceptions of the sportsphere. The event staff may be happy with the sportsphere or be willing to overlook certain aspects of it due to their loyalty to the team. Or perhaps their perception of the employee sportsphere is negative, but their job satisfaction and willingness to return are not influenced because of their loyalty to the team.

Additional potential outcomes of the employee sportsphere should be addressed including employees' willingness to recommend to others (a great way to recruit new employees) and the level of service quality provided to customers, which is the ultimate motivation for facility managers to improve the employee sportsphere.

Additional issues pertaining to the employees themselves should be explored. Differences in perception of the employee sportsphere based upon demographics may reveal different results due to differences in priorities, desires, and expectations of individuals. For example, the expectations of a 70-year-old retiree and a 21-year-old college student are probably different. What may be helpful for management is feedback from former employees concerning why they left their position. Last, researchers could compare similar facilities in the same community. While consumers are deciding where to spend their dollars, employees (or potential employees) are deciding where to spend their time. In the recruiting of part-time employees, facility managers may use their employee sportsphere to set themselves apart.

Clearly, this line of research is exploratory and relatively new, at least from the employees' perspective within public assembly facilities. As a result, much work remains to be done to clearly the define the concept of the employee sportsphere.

References

Andrew, J. (1996). Motivation and expectations of volunteers involved in a large scale sports event: A pilot study. *Australian Leisure, 7*, 21–24.

Athens 2004 Olympic Games Official Website. (n.d.). Retrieved August 30, 2005, from http://www.athens2004.com/athens2004/page/legacy?lang=en&cid=bbf9bfed7e579f00VgnVCMServer28130b0aRCRD

Balzer, W. K., Smith, P. C., Kravitz, D. A., Lovell, S. E., Paul, K. B., Reilly, B. A., & Reilly, C. E. (1990). *User's manual for the Job Descriptive Index (JDI) and the Job in General (JIG) scales.* Bowling Green, OH: Bowling Green State University.

Bang, H., Ross, S., & Reio, T. G. (2013). From motivation to organizational commitment of volunteers in non-profit sport organizations. *Journal of Management Development, 32*(1), 96–112.

Barbee, C., & Bott, V. (1991). Customer treatment as a mirror of employee treatment. *SAM Advanced Management Journal, 56*, 27–32.

Berry, L. L. (1986). Big ideas in services marketing. *Journal of Consumer Marketing, 3*, 47–51.

Berry, L. L. (1999). *Discovering the soul of service.* New York, NY: The Free Press.

Bitner, M. J. (1990). Evaluating service encounters: The effects of physical surroundings and employee responses. *Journal of Marketing, 54*, 69–82.

Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of Marketing, 56*, 57–71.

Bitner, M. J., Booms, B. H., & Mohr, L. A. (1994). Critical service encounter: The employee's viewpoint. *Journal of Marketing, 58*, 95–106.

Chelladurai, P. (1999). *Human resource management in sport and recreation.* Champaign, IL: Human Kinetics.

Chelladurai, P., & Chang, K. (2000). Targets and standards of quality in sport services. *Sport Management Review, 3*, 1–22.

Dillman, D. A. (2000). *Mail and internet surveys: The tailored design method.* New York, NY: John Wiley & Sons.

Dolbier, C. L., Webster, J. A., McCalister, K. T., Mallon, M. W., & Steinhardt, M. A. (2005). Reliability and validity of a single-item measure of job satisfaction. *American Journal of Health Promotion, 19*, 194–198.

Engelberg, T., Zakus, D. H., Skinner, J. L., & Campbell, A. (2012). Defining and measuring dimensionality and targets of the commitment of sport volunteers. *Journal of Sport Management, 26*(2), 192–205.

Fraenkel, J. R., & Wallen, N. E. (2000). *How to design and evaluate research in education.* New York, NY: McGraw-Hill.

Geralis, M., & Terziovski, M. (2003). A quantitative analysis of the relationship between empowerment practices and service quality outcomes. *Total Quality Management & Business Excellence, 14*, 45–62.

Goodale, J. C., Koerner, M., & Roney, J. (1997). Analyzing the impact of service provider empowerment on perception of service quality inside an organization. *Journal of Quality Management, 2*(2), 191–215.

Green, B. C., & Chalip, L. (1998). Sport volunteers: Research agenda and application. *Sport Marketing Quarterly, 7*, 14–23.

Greenwell, T. C., Fink, J. S., & Pastore, D. L. (2002). Assessing the influence of the physical sports facility on customer satisfaction within the context of the service experience. *Sport Management Review, 5*, 129–148.

Hunt, K. A., Bristol, T., & Bashaw, R. E. (1999). A conceptual approach to classifying sports fans. *Journal of Services Marketing, 13*, 439–452.

International Olympic Committee. (2013). *Factsheet: London 2012 facts & figures*. Retrieved from http://www.olympic.org/Documents/Reference_documents_Factsheets/London-2012-Fact-Sheet-in-track-FINAL-qc-V3-One-year-on-qc.pdf

Johnston, M. E., Twynam, G. D., & Farrell, J. M. (1999). Motivation and satisfaction of event volunteers for a major youth organization. *Leisure, 24*, 161–177.

King, J. (1999). Industry must treat employees, guests with same concern. *Hotel & Motel Management, 214*, 12.

Lee, T. W. (1988). How job dissatisfaction leads to employee turnover. *Journal of Business and Psychology, 2*, 263–271.

Mahoney, K. L., & Pastore, D. L. (2014). Evaluating the work experience for the paid, part-time event staff at a public assembly facility: A tool to assist facility managers. *International Journal of Sport Management, 15*(4), 1–29.

Mayer, K. J. (2002). Human resource practices and service quality in theme parks. *International Journal of Contemporary Hospitality Management, 14*, 169–175.

Milman, A., & Ricci, P. (2004). Predicting job retention of hourly employees in the lodging industry. *Journal of Hospitality and Tourism Management, 11*, 28–41.

Mullin, B. J., Hardy, S., & Sutton, W. A. (2007). *Sport marketing* (3rd ed.). Champaign, IL: Human Kinetics.

Rubin, A., & Thorelli, I. M. (1984). Egoistic motives and longevity of participation by social service volunteers. *Journal of Applied Behavioral Science, 20*, 223–235.

Russo, F. E., Esckilsen, L. A., & Stewart, R. J. (2009). *Public assembly facility management: Principles and practices* (2nd ed.). Coppell, TX: International Association of Venue Managers.

Rust, T. T., Stewart, G. L., Miller, H., & Pielack, D. (1996). The satisfaction and retention of frontline employees: A customer satisfaction measurement approach. *International Journal of Service Industry Management, 7*, 62–80.

Saal, F. E., & Knight, P. A. (1995). *Industrial/organizational psychology: Science and practice* (2nd ed.). Pacific Grove, CA: Brooks/Cole.

Saunderson, R. (2004). Survey findings of the effectiveness of employee recognition in the public sector. *Public Personnel Management, 33*, 255–275.

Scarpello, V., & Campbell, J. P. (1983). Job satisfaction: Are all the parts there? *Personnel Psychology, 36*, 577–600.

Shannon, D. M., & Davenport, M. A. (2001). *Using SPSS to solve statistical problems*. Upper Saddle River, NJ: Merrill Prentice Hall.

Silverberg, K. E., Backman, S. J., & Backman, K. F. (2000). Understanding parks and recreation volunteers: A functionalist perspective. *Society and Leisure, 23*, 453–475.

Slack, T. (1981, May). *Volunteers in amateur sport organizations: Biographic and demographic characteristics and patterns of involvement.* Paper presented at the Regional Symposium of the International Committee for the Sociology of Sport, Vancouver, British Columbia, Canada.

Smith, D. H. (2003). Altruism, volunteers, and volunteerism. *Journal of Voluntary Action Research, 10*, 21–36.

Sparks, B. A., Bradley, G. L., & Callan, V. J. (1997). The impact of staff empowerment and communication style of customer evaluations: The special case of service failure. *Psychology and Marketing, 14*, 475–493.

Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences.* Thousand Oaks, CA: Sage.

Thomas, K. (1999). In training: The benefits of training for employers, employees and volunteers. *Sweat, 4*, 10–12.

Turley, L. W., & Bolton, D. L. (1999). Measuring the affective evaluations of retail service environments. *Journal of Professional Services Marketing, 19*, 31–44.

Wakefield, K. L., & Blodgett, J. G. (1994). The importance of servicescapes in leisure service settings. *Journal of Services Marketing, 8*, 66–76.

Wakefield, K. L., & Blodgett, J. G. (1996). The effect of the servicescape on customers' behavioral intentions in leisure service settings. *Journal of Services Marketing, 10*, 45–61.

Wakefield, K. L., & Blodgett, J. G. (1999). Customer response to intangible and tangible service factors. *Psychology & Marketing, 16*, 51–68.

Wakefield, K. L., Blodgett, J. G., & Sloan, H. J. (1996). Measurement and management of the sportscape. *Journal of Sport Management, 10*, 15–31.

Wakefield, K. L., & Sloan, H. J. (1995). The effects of team loyalty and selected stadium factors on spectator attendance. *Journal of Sport Management, 9*, 153–172.

Wanous, J. P., Reichers, A. E., & Hudy, M. J. (1997). Overall job satisfaction: How good are single-item measures? *Journal of Applied Psychology, 82*, 247–252.

Yoon, M. H., Beatty, S. E., & Suh, J. (2001). The effect of work climate on critical employee and customer outcomes. *International Journal of Service Industry Management, 12*, 500–521.

Zeithaml, V. A., & Bitner, M. J. (2003). *Services marketing: Integrating customer focus across the firm* (3rd ed.). New York, NY: McGraw-Hill/Irwin.

Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1990). *Delivering quality service: Balancing customer perceptions and expectations.* New York, NY: The Free Press.