

**Performance Measurement of Integrated Sports Facilities in Botswana: Customers'  
Perspectives**

**A dissertation presented to the Faculty of Education**



**In partial fulfillment of the requirements for a Master's Degree in Sports Management and  
Administration**

**BY**

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**CERTIFICATE OF APPROVAL**

This dissertation has been examined and approved as meeting the requirements for the partial fulfillment of Master’s Degree of Physical Education (Sports Management & Administration).

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**DECLARATION**

I certify that this dissertation does not, to my knowledge and belief:

1. Incorporate without acknowledgement any material previously submitted for a degree or diploma in any institution of higher education;
2. Contain any material previously published or written by another person except where due reference is made in the text; or
3. Contain any defamatory material.

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**SIBONGINKOSI TALU KWELEGANO**

.....

**DATE**

**DEDICATION**

This research report is dedicated to my loving daughter Karabo Mphoentle Tjibuya Kwelegano who gave me reason enough to wake up and to strive to do better. You are a wonderful daughter and I pray God guides you to be a strong and responsible woman.

## ACKNOWLEDGEMENTS

Arnold Palmer once said, "Good players win golf tournaments, but great players win golf championships." Golf, like life, is a lonely journey. But in golf, you almost always have a friend in the form of a caddie. My life has been blessed with many great caddies, broad shouldered individuals who were not afraid to tell me when I was wrong, to impart instruction and suggestions when it mattered and perhaps, most importantly to allow me the freedom to play my own game. This dissertation reflects the contributions and support of many people.

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**LIST OF ABBREVIATIONS**

BNSC	-Botswana national Sports Commission
FM	-Facility Management
IFS	-Integrated Sports Facility
LGAs	-Local Government Authorities
PM	-Performance Measurement
QIRS	-Quality and Importance of Recreational Sports
SBS	-Service Balanced Scorecard

## **DEFINITION OF TERMS**

**Balanced Scorecard-** performance management tool that permits a company to translate its vision and strategy into a tangible set of performance measures (Kaplan & Norton, 1996).

**Customer satisfaction-** also referred to as user satisfaction in this study is what the users expect from the sports facilities with reference to services and quality provided. Or customer satisfaction is an affective state and a function of expectations and results at the same time (Desai, 2011).

**Facility** -combination of the service and building where the two are linked and it includes, the land -space environment and communication that allows a particular service to be delivered from a location

**Facility Management-** the management of premises and services required to accommodate and support the core business activities of a client organization, while constantly adding value to the stakeholders (Mudrak, et al., 2004; Schwarz, Hall &Shibli, 2015).

**Performance measurement-** reveals the extent to which a process has performed its function. It has also been described as the on-going monitoring and reporting of program accomplishments, particularly progress towards pre-established goals (Meng & Minogue, 2011).

**Satisfaction-** an overall attitude towards a service provider or an emotional reaction to the difference between customers' anticipation and what they receive with regards to the fulfilment of some needs, goals and desires (Hussain, Nasser & Hussain, 2015).

**Service balanced scorecard-** A method for measuring facility performance that encompasses financial and non-financial indicators (Jiboye, 2011)

**Service-** program (human element) provided from the building or performances and actions rather than objects, they cannot be seen, felt, tasted or touched in the same way as tangible goods (Brackertz, 2005).

## ABSTRACT

The purpose of the present study was to determine performance of Integrated Sports Facilities in Botswana by examining the relationship between stadium factors (community , service , utilization perspectives) and customers' satisfaction with services in the Integrated Sports Facilities (ISFs) using a conceptual framework model. The study was a mixed method descriptive survey. Random sampling was used to select a total sample of 405 comprising males (n=270) and females (n=135) respondents out of the total population on proportional representation to participate in the study thereby constituting a 92% response rate. Three hypotheses were used to guide the study and tested at p value of 0.05 alpha level of significance. A self-developed close ended 5-point Likert scale questionnaire which was piloted and validated by the researcher was used to collect data. A reliability test of the questionnaire was used to test for consistency. The Statistical Package for Social Sciences (IBM SPSS) version 24 was used to analyse data obtained. Descriptive statistics such as frequencies and percentages were used to analyse demographic variables. Logistic regression was used to test relationship between variables. The Model Summary (Cox & Snell Square and Nagelkerke R Square) was used to understand how much variation in the dependent variable could be explained by the model. The Wald test was used to determine statistical significance for each of the independent variables. The findings indicated the most predictive variables of users' satisfaction were the community and service perspective and so it was concluded that they were essential components in determining the performance of sports facilities. It was also concluded that accessibility and location of the facility and operation times played a vital role in performance of a facility as respondents showed high satisfactions. It was recommended that performance evaluation indicators should be developed for the Botswana Sports Facilities and also be aware of factors that have impact on users satisfaction for provision of quality services.

## **CHAPTER 1**

### **1.0 INTRODUCTION**

#### **1.1 BACKGROUND OF THE STUDY**

Performance measurement (PM) of a facility is an important factor of facility management especially in making future decisions. It scrutinizes strategies set by organisations which lead to the achievement of goals and objectives. Performance measurement has been defined by a number of authors as a process through which an organisation monitors and evaluates the successes of its pre-established goals and objectives (Lichiello & Turnock, 2008; Liu, Taylor & Shibli, 2008; Meng & Minogue, 2011; Moulin, 2007). Lichiello et al (2008) define performance measurement as a process of computing the effectiveness and efficiency of past deeds. This is to say it reveals the extent to which a process has performed its function. It has also been described as the on-going monitoring and reporting of program accomplishments; particularly progress towards pre-established goals (Meng & Minogue, 2011). Moulin (2007) sees it as a process of evaluating how well organisations are managed and the value they convey to customers. Koleoso, Omirin, Adewunmi and Babawale (2013) posit that performance measurement is an important element of strategic planning, quality improvement programmes and service excellence.

Performance measurement creates solutions to problems in the work environment from the perspectives of the user, rather than as dictated by the fragmented structure and thinking of the building industry professionals (Alexander, 2007). This is to say the user could also help in determining key areas to improve on rather than those based on the management as this will be as to what will be of use to them (users). In the context of Botswana if the users' expectations of a facility were considered, the structure would include more courts of active sports codes such as including netball volleyball and softball.

Performance measurement also helps facility managers to identify legislative requirements that are yet to be met in buildings (Koleoso et al., 2013) while achieving better results by enabling them to understand the drivers of performance and how to influence them (Schwarz, Hall & Shibli, 2015). That is, PM will look at whether a program has achieved its objectives, expressed as measurable performance standards.

A performance measure is a parameter used to quantify the efficiency and/or effectiveness of past actions (Ammons, 2012). Performance measures may address the type or level of program activities conducted and the direct products and services delivered by a program, and/or the results of those products and services (outcomes). In most cases the local authorities have difficulty managing these facilities strategically. This then may lead to the authorities being unable to convince the stakeholders to accept the management decisions (Botlhale & Siku, 2010). This brings in the importance of managers knowledge and to strategically manage the facilities as studies have proven that facility management (FM) also holds a significant role contributing to performance (Pitt, Chotipanich, Issarasak, Mulholland & Panupattanapong, 2016).

As the facilities increase so are the responsibilities and ways to manage them. Facility management (FM) is an integrated approach to operating, maintaining, improving and adapting the buildings and infrastructure so as to create an environment that supports the primary objectives of that organization (Lai & Choi, 2015). FM is a key function in managing facility resources, services and work environment which contribute to the success or failure of an organisation's business (Chotipanich, 2008; Mudrak, Wagenberg & Wubben, 2004). More specifically, FM can be defined as the management of premises and services required to accommodate and support the core business activities of a client organization, while constantly adding value to the stakeholders (Mudrak et al., 2004). Atkins and Brooks (2009)



posit that the best practice in facility management should not only be to monitor the internal operational practices within the facility but also on long term external concerns applicable to the local community in which the facility operates. That is to say, the managers necessitate implementing a sound management model that is in support of different groups that have interest in the facility.

FM deals with the management of infrastructure resources and services to support and sustain the operational strategy of an organisation over time (Atkin & Brooks, 2009; Nutt, 2004). It involves the management of the organisation's facility resources and support services hence bringing in the workplace, facility itself, support services and infrastructure (McLennan & North, 2003; Neal & Morgan, 2000; Nutt, 2002b). When properly done FM could lead to satisfaction among users of the facility.

Satisfaction as defined by Hansemark and Albinson (2004) is an overall attitude towards a service provider or an emotional reaction to the difference between customers' anticipation and what they receive with regards to the fulfilment of some needs, goals and desires. This is to say it is an immediate response to consumption (Hussain, Nasser & Hussain, 2015). Customer satisfaction is also defined as a measure of how the products and services of an enterprise meet or exceed customer expectation (Payne & Frow, 2013). Orel and Kara (2014) view customer satisfaction as an affecting reaction to consumption. Some theorists perceive satisfaction as an affective state and a function of expectations and results at the same time (Desai, 2011). It is of great importance for the facility service providers to be responsive to those aspects associated with the level of customer satisfaction and satisfactory facility services to the stakeholders (Dominici & Palumbo, 2013).

Globally, sports fans have turned to expect comfort and convenience from sporting facilities which has made it a necessity for teams to work on their facilities. In one study,

Siegfried and Zimbalist (2000) state that over a hundred new major league sports venues were built, renovated or still in planning during the 1990s. All these facilities were being upgraded with the sole aim of improving customer satisfaction (Cameron, 2000). In Botswana, for instance, in the newly launched Botswana National Sports Commission's (BNSC) strategic plan, the council manages facilities in line with its strategic aims and objectives. To manage facilities effectively there is need to measure the organization's overall aims and objectives (Republic of Botswana, 1994).

Following one of the recommendations of a committee which had been set to investigate poor performance of the national teams which affirmed that lack of sporting facilities was a contributory factor to low performance. The government responded by the establishment of Integrated Sports Facilities to help improve the issue of underperformance (Government white Paper, 2002, Sayed, 2003, Kgati, 1997). The Integrated Sports Facilities (ISFs) include a stadia with about 5000-6000 seating capacity, athletics track, courts for sporting codes including tennis, volleyball, basketball, netball and a softball pitch which holds an approximate of a thousand seats (Basuti & Akpata, 2013 and Botlhale & Siku, 2010). The ISFs were spread in some centres around the country such as Masunga, Maun, Molepolole and Serowe (Basuti, 2011). These facilities were spread in different areas to ensure accessibility and equitable distribution of resources (Sayed, 2003). Therefore the facility's location should not in any way hinder the community to use the facility.

For instance, Masunga Sports Complex as known to the community named after the village Masunga itself, is found in the North Eastern part of Botswana (Basuti & Akpata, 2013). Masunga is the North East District headquarters and that makes it the centre for other villages in the district (Basuti, 2011; Basuti & Akpata, 2013). Molepolole on the other hand is situated in the South Eastern part of Botswana. It is the administrative and economic centre

for Kweneng District and so provides important services to its surroundings. The area to the North and East of Molepolole is linked to Gaborone economically.

Maun is found in the north western part of Botswana. It is both a tourist destination and the administrative and economic centre for the North West District. While Serowe is the administrative centre for the Central District and is located at the centre of the country between Gaborone, Francistown, Orapa and Selibe Phikwe (Basuti & Akpata 2013; Botlhale & Siku 2010). Two more facilities were built in Francistown and Lobatse. The new Francistown stadium is found in the north eastern part of Botswana in the city of Francistown which is the administrative and economic centre of the North East District. The stadium is the biggest in the country with a capacity of 26 500 (Mmegi 7<sup>th</sup> August 2015). The majority of the villages within the districts are accessible by road which works well to easily access the facilities.

The government's initiative to try and reduce the issue of inadequate sports facilities saw the construction of two more facilities in Francistown and Lobatse (Banda, November 20, 2009). The Francistown stadium so far is the biggest in the country with a seating capacity of 27 500 while Lobatse which initially was to have a holding capacity of 12000 is at 20 000 seats.

As these facilities provide services to customers, an evaluation of how the facilities perform is very crucial to customers. Services provided by these facilities need to be taken heed of as to whether they serve the purpose for which they were established which here will be for use by the community. There is not been much research literature found about the problems faced by these facilities. But one facility to bring aboard will be the Serowe Sports facility which due to a number of problems was closed or at least not fully functional (Botlhale & Siku, 2010). Thus no major or big national events could be hosted at the Serowe

facility as it had among others developed cracks which were deemed to be a high risk (Botlhale and Siku, 2010).

There are other studies about the ISFs of Botswana, Sayed (2003) carried out a study on the utilisation of sports and recreational facilities in Botswana. As part of his study he investigated the different sports and recreation needs of three communities thus Masunga, Molepolole and Serowe. These included among others participation in sports activities in the three selected communities.

A questionnaire was administered to gather information on problems responsible for low participation in sports and recreation activities and also to identify which of the five barrier categories; aptitude, socio-economic, socio-cultural, awareness of community integrated sports facilities and facility constraints constrained sports and recreation. The data was analysed through the use of descriptive statistics and frequency, T-test and ANOVA.

The results of the study showed that there was a decline in participation in recreational activities in the ISFs, 53.4% in Masunga, 29.5% in Molepolole and 26.1% in Serowe for both men and women.

The results also indicated problems perceived to constrain sports and recreation participation in the three communities and that out of the five barrier categories (aptitude, socio-cultural, awareness of facilities and facility constraints) respondents in the three communities were mainly constrained by the socio-economic barriers. Facility constraints were only found to constrain participation in Masunga. The study also revealed through T-test analysis that there was no significant differences between males and females of each of the three communities in the five barrier categories

Another study carried out by Basuti and Akpata (2013) assessed the strategies used in marketing the ISFs in Botswana. They assessed areas such as usability of the facility, influence of location on the facility usability and the effectiveness of the strategies used to market these facilities from the perspectives of coordinators and users of the ISFs. Data was collected through the use of two questionnaires they formulated for the coordinators and the users that is 600 users and four coordinators and was analysed through the SPSS and one way ANOVA. The results relating to usability revealed that the components of the ISFs were ineffectively used. That is the facilities were not being used effectively except areas such as the football pitch and athletics track.

In another study Basuti (2011) aimed to assess strategies used to market the Integrated Sports Facilities in Botswana using the market mix which collectively brought together aspects of place, price, product and promotion (4Ps). The researcher purposively selected four ISFs together with a sample of 600 users and four coordinators in each facility. Two questionnaires were developed and administered to the coordinators and the users and the t-test on a single mean population and one way analysis of variance ANOVA were used to test the hypotheses.

The study revealed that the marketing mix significantly influenced the level of facility use. That is to say the level of facility use was significantly influenced by the 4Ps that is the price attached to facility use, location of the facility the promotional strategies and the product. The main results showed that though the 4Ps influenced facility use, the strategies for marketing the ISFs were not effective. This leads to the conclusion that the level of usage of the facilities was dependent upon 4Ps of marketing.

Taking into consideration the government's initiative together with the BNSC policy in line with the 2028 strategic plan launched in May 2013 which aimed at fulfilling among others a common agreed central position regarding the distribution of funding and resources. This study therefore sets out to determine the performance of the ISFs in relation to customer satisfaction with services offered.

## **1.2 STATEMENT OF THE PROBLEM**

The rise in demand for sports facilities comes in with the need for successful facility management. These facilities strive for effectiveness and efficiency in service delivery. Customer satisfaction can be a key determinant in the performance of a facility. Dominici & Palumbo (2013) state that organizations usually do not pay attention to customers' satisfaction as a result, it is important for companies to ripen strategies and instruments that will facilitate the identification of consumers' needs Brady and Robertson (2000) and Cronin, Brady and Hult(2000) also assert that there should be a link between customers and performance as customer satisfaction has often been used as a measure of service.

Liu (2008) conducted a study aimed at investigating the extent to which public leisure facilities were being utilised by the socially disadvantaged groups in England. The findings reflected facility type and management type to be the main sources of performance gaps in certain indicators. In another instance, a pilot study was conducted with the aim of developing a method to measure the performance of property asserts in relation to the Local Government Authority's strategic aims of service delivery (Brackertz & Kenley, 2002). The focus of the facility evaluation was mainly on service provision as a return on investment with regard to the authority's key result areas.

The findings showed that factors which determine quality performance were grouped in four perspectives of the service balanced score card namely the financial, services perspectives, community perspective and the buildings perspective. The study also showed that it was difficult to separate costs associated with the building and the service in collecting data about the facilities. Bracketz (2006) came up with six perspectives of facility performance as service, physical, community, financial, utilisation and environmental perspective. Facility performance is faced with how well to deliver services consequently bringing forth number of individual users using the facility annually, visits services provided through the facility and the number of community sectors, for example children, religious denominations. Therefore when an organisation provides services, they should measure its effectiveness, considering all the elements that would fulfil the customer. These perspectives when well managed will bring effectiveness and efficiency of the facility. This study is set to investigate the performance of the ISFs in Botswana with focus on the users' satisfaction.

Sports facilities in Botswana are widely judged to be inadequate (Amusa, Toriola, Onyewadume & Dhaliwal 2008; Basuti 2011). This inadequacy led to the establishment of ISFs in Masunga, Maun, Molepolole and Serowe (Botlhale & Siku 2010; Sayed, 2003) and two more stadia in Francistown and Lobatse (Banda, 2008). While there have been studies on marketing of Integrated Sports Facilities in Botswana, the researcher is not aware of any study which focuses on the performance measurement of Integrated Sports facilities and customer satisfaction. Hence this study aims to determine performance of ISFs using customer satisfaction.

### **1.3 PURPOSE OF THE STUDY**

The study aimed to determine the performance of Integrated Sports Facilities in Botswana by examining the relationship between the community perspective, service

perspective, utilization perspective and customers' satisfaction with services and quality of service and infrastructure.

#### **1.4 RESEARCH QUESTIONS**

- Are community perspective factors significantly associated with customers' satisfaction with services and quality in the integrated sports facilities in Botswana?
- Are service perspective factors significantly associated with customers' satisfaction with services and quality in the integrated sports facilities in Botswana?
- Are utilisation perspective factors significantly associated with customers' satisfaction with services and quality in the integrated sports facilities in Botswana?

#### **1.5 HYPOTHESIS OF THE STUDY**

- H1: There is no significant relationship between community perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.
- H2: There is no significant relationship between service perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.
- H3: There is no significant relationship between utilization perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.



## **1.6 SIGNIFICANCE OF THE STUDY**

This study is intended to justify that the performance of a facility cannot be based on the financial aspects only but that it can be determined based on the customers views as it is in line with the conceptual framework modified by Nicola Brackertz (2006).

### ***Practice***

Professionals working in sporting facilities and elsewhere such as sports managers and administrators could draw valuable information on the findings of the study to develop a tool that would prevent collapsing and underperformance of sports facilities. Practitioners such as the facility managers and other personnel could use the findings of the study to understand the nature, scope, causes and effects of performance measurement of sports facilities.

### ***Research***

The findings of the study may add value to the existing body of knowledge pertaining to integrated sports facility performance measurement in Botswana. The findings may also point to the need for more research that may be wider in scope, covering more geographical areas; different types of sports facilities on facility performance measurement in both the government and private sectors.

### ***Policy***

The findings of the study may identify gaps, problems and inadequacies in existing policies. Policy makers themselves may become proactive and amend or create new policies to address problems facing facilities and also in making quality decisions about the future of facilities.

## **1.7 DELIMITATIONS OF THE STUDY**

- In terms of population of the study, only the daily facility users, service providers and coordinators of the ISFs in Botswana participated in the study and also delimited to the villages of Masunga, Maun, Molepolole and Serowe where the Integrated Sports Facilities are located.
- The study used questionnaires, interviews, observation and document analysis for data collection.
- The study used logistics regression, the Model Summary (Cox & Snell Square and Nagelkerke R Square), Wald test, thematic and content analysis for data analysis.

## **1.8 LIMITATIONS OF THE STUDY**

This study assessed the performance of Integrated Sports Facilities in Botswana and so will not cover all the sports facilities. Utilisation of the findings should consider these sampling parameters. The other limitation inherent in this study is that it focused on selected perspectives of the Service Balance Scorecard namely the community perspective, service perspective and utilisation perspective which are directly linked to the user based on the notion that the facilities are non-profit making. Added to these limitations, are the use of self-report data that may draw in the concerns of social desirability bias. Bias was minimised by assuring confidentiality and anonymity.

## **1.9 ASSUMPTIONS**

The conceptual framework of this study assumed that performance of a facility was directly affected by community perspective, service perspective, utilisation perspective and arbitrated by customers.

This study assumed that the respondents provided honest responses to questions and to the best of their ability. The study also assumed that the respondents understood all the items on the questionnaires testing all the variables.

The ISFs in Botswana are overseen by the town councils under the BNSC and so it is assumed that the conditions under which they operate is the same and so may bring out similar results on level of customer satisfaction.

### **1.10 SUMMARY**

Chapter one has provided the tone of the study and targeted the interest of the reader to generate continuity in reading further with the intent to solicit a response to what was introduced. This will trigger questions hence the reader looks forward to the questions being answered. The components of the chapter are coherently and clearly stated such that readers can even picture the situation regarding the performance of the integrated sports facilities in Botswana. Basically this chapter leaves the reader to wonder about the situation in Botswana sports facilities generally as there is evidence from literature that in some countries sports facilities are faced with challenges such as uncomfortable and not enough seats. So as much as this study has the potential to contribute to the body of knowledge there was a limitation regarding most of the variables as there is little or no research which has been conducted in this context and it posed a challenge for the researcher to be able to argue scholarly and constructively on some variables.

### **1.11 OUTLINE OF THE STUDY**

The thesis is made up of;

**Chapter 1: Introduction:** This chapter introduces the study, including background information, statement of the problem, research questions, research hypotheses, delimitations and limitations of the study as well as significance of the study.

**Chapter 2: Literature Review:** This chapter reviews related literature and theoretical framework.

**Chapter 3: Research Methodology:** Describes the methods and procedures to be used to carry out this study, including research paradigm, research design, population of the study, sampling procedure, data collection instruments, methods of analysis and ethical considerations.

**Chapter 4: Data Analysis and Presentation of Findings:** Analyses data from questionnaires and testing of hypotheses. The chapter also presents findings from interviews and observations.

**Chapter 5: Discussion of Findings, conclusion and Recommendations:** This chapter discusses the findings, provides conclusions based on the findings as well as recommendations.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

The purpose of the study was to determine the performance of Integrated Sports Facilities in Botswana by examining the relationship between the community perspective factors, service perspective factors, utilization perspective factors and customers' satisfaction with services and quality in the Integrated Sports Facilities in Botswana. The literature has been reviewed under the following sub-headings; conceptual framework, customer perspective and customer satisfaction, service perspective and customer satisfaction, utilization perspective and customer satisfaction, customer satisfaction with services, customer satisfaction with quality, summary and justification of study.

#### **2.1 CONCEPTUAL FRAMEWORK**

This study's conceptual framework is drawn from prior research on performance measurement generally, as well as studies specific to facility performance measurement. The outcome here is performance. Conceptually, customer satisfaction captures the notion of contentment of a pleasurable level of consumption related fulfilment.

This study borrows concepts from the use of the Service Balance Scorecard (SBS) as a tool to appraise the performance of integrated sports facilities (ISFs) in Botswana. The study will discuss the Balanced Scorecard so as to show the development of the SBS. The BSC is a performance management tool that permits a company to translate its vision and strategy into a tangible set of performance measures (Kaplan & Norton, 1996).

However, Madibela (2013) contends that the BSC is not just a measuring tool as it provides a view of the organisation's overall performance by integrating financial measures

with other measures. Molleman (2007) is also of the opinion that the BSC allows an organisation to translate its vision and strategy into a significant set of performance measures. He however argues that, it is more than a measuring device in the sense that the scoreboard offers an enterprise view of how an organisation performs by integrating financial measures with other key performance indicators.

The BSC provides a framework for organizing strategic objectives into the four perspectives which are the financial, customer, internal business processes and learning and growth (Madibela, 2013). The financial encompasses the strategy for growth, profitability and risk perspective of the stakeholder. The customer offers the strategy for creating value and differentiation from the perspective of the customer. The internal business processes encompass strategic priorities for various business processes that create customer and shareholder satisfaction (Madibela, 2013).

A number of authors have evidenced the growing of the Balanced Scorecard hence transforming from not only being a tool for performance measurement but also an intricate performance management tool (Norton & Kaplan, 2000, 2004a, b, 2006). There have been quite a number of studies about the use of the BSC (Asan & Tanyas, 2007; Madibela, 2013; Norton & Kaplan, 1996, 2001, 2006; Taylor & Baines, 2012). The BSC has become a household topic; it has seen many organisations of different background being in support of its use. Thus, it has been found to be used by both the private sector organisations and the government (Malina & Selto, 2001; Neely et al., 2004; Varma & Deshmuck, 2009).

The BSC can be seen as a management device which organisations tend to use to assess their overall performance based on the strategic aims. The BSC's initial aim was to equip managers with a much faster yet comprehensive analysis of the business (Perkins,

Grey, & Remmers, 2014). This is to say it represent the organisation's strategic direction by focussing on basis and outcome relationships between the objectives (Serdar, Asan & Tanyas, 2007). The BSC also provides managers of facilities with holistic analysis of what is really happening inside and outside their organisation (Doran, Haddad & Chow, 2002).

The BSC approach considers the organisation from many perspectives. Norton and Kaplan (1992) devised the BSC so as to add value to performance measurement by incorporating the strategic non-financial measures into the traditional financial performance measures. This development was motivated by the realization that, in most cases performance is weighed in terms of financial gain, whereas the BSC on the other hand incorporates other perspectives (Taylor & Baines, 2012). Two broad perspectives can be identified namely external and internal. At the external level performance measurement is used for benchmarking and at the internal level it is used as part of the business strategy of the organisation.

Amaratunga (2000), states that the BSC complements financial measures of past performance with measures of the drivers of future performance. While many organisations already have performance measurement systems that incorporate financial and non-financial measures, they are often only used for control and feedback of short-term operations at the corporate level. Therefore it is important for any organisation to effectively define its performance indicators as measurable characteristics of products, services, processes and operations that it seeks to track its performance (Ampofo-Boateng, 2009). These indicators must relate directly to the various perspectives adopted by the organisation.

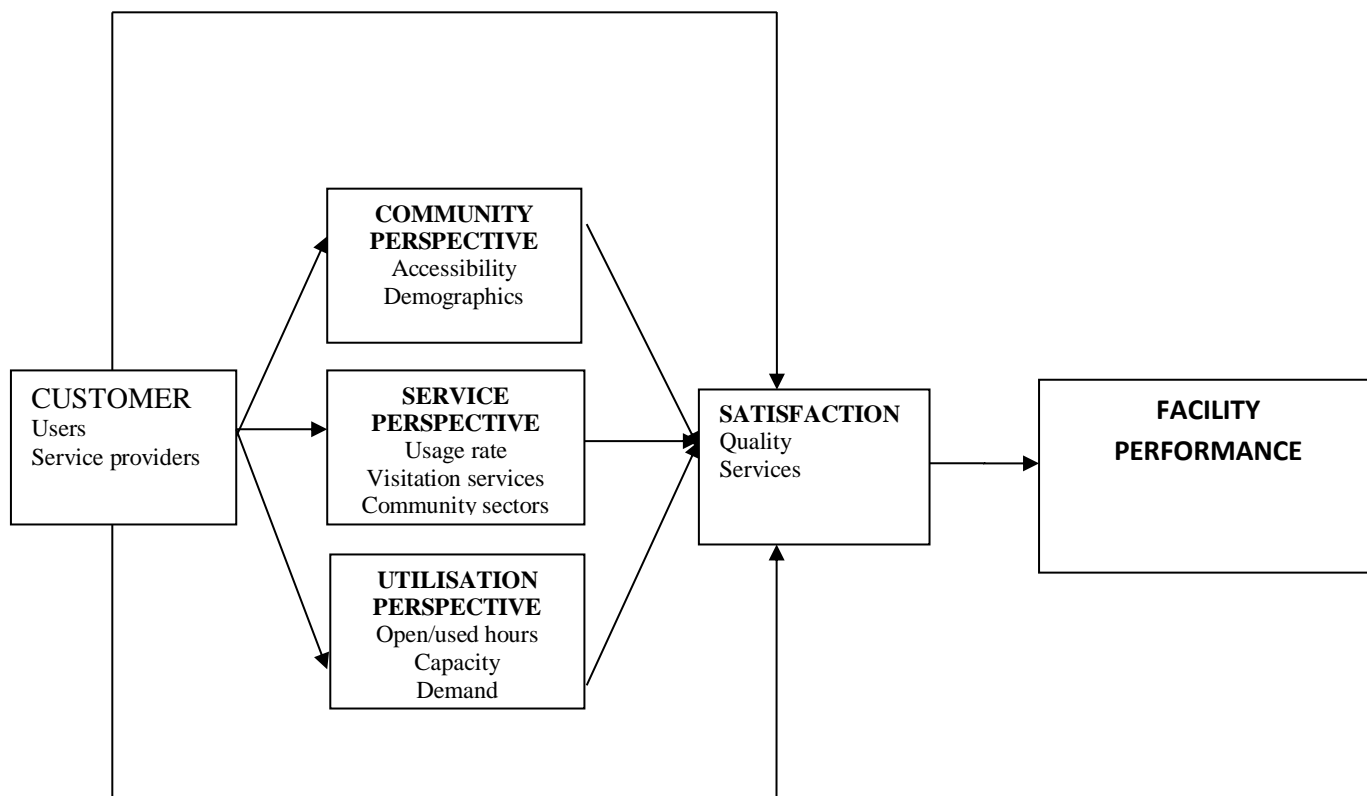
The Balance Scorecard has been modified through the years (Brackertz, 2002, 2006). From Kaplan and Norton's original four perspectives, Brackertz and Kenley (2002) came up

with a different approach termed the Service Balanced Scorecard (SBS) which selects its measures of performance to specifically reflect facility performance from a services' context. The performance here is measured from four perspectives namely; financial, service, community and building (Brackertz et al, 2002). Brackertz (2006) further introduced more perspectives of facility performance as service, physical, community, financial, utilisation and environmental perspective.

This study then adopts the BSC's main theory that performance must be assessed in line with organisation's strategic aims and applies it explicitly to facilities while taking into consideration service delivery approach (Bracketz & Kenley, 2002), which opts for performance measures which would distinctively reveal facility performance. In this study performance will be evaluated from three perspectives namely, community perspective, service perspective and the utilisation perspective presented in figure 1 to assess how facilities support the services and quality in relation to customer satisfaction.



**Figure 1: Conceptual Framework Model**



Source: Nicola Brackertz, 2006

## 2.2 COMMUNITY PERSPECTIVE AND CUSTOMER SATISFACTION

The variables included in this perspective include accessibility and demographics. A facility's demographics which deal with the gender and age of users that is the male and females aged 18 to 40 years based on previous studies on the ISFs (Basuti & Akpata 2013; Sayed, 2003) and accessibility are associated with different opinions from ISFs' customers.

Gender has been well exploited in literature of which has always brought up mixed ideas of whether males and females share universal views (Trail & Chelladurai, 2000). In some studies males were more satisfied with the facility than their female counterparts. Ampofo-Boateng (2009) found that the males were more satisfied with the sports facilities than the females and also that the age group 18-25 years which comprised mostly of college

students and graduates recorded the highest level of satisfaction. Customer perspective requires the organisation to consider its customers' needs and expectations (Perkins, Grey, & Remmers, 2014).

In a study carried out by Basuti and Akpata (2013), out of a total of 593 respondents who gave relevant responses a total of 353 (60%) respondents were males while 240 (40%) were females. It could be concluded through the results that the population constituted of both male and females. The results may have suggested that there were more males than females using the facility. All in all this is evidence that a population in a study as this should be comprised by both genders. In order to compete and survive successfully in today's dynamic environment, all the service providing organizations focus on enhancing their diverse customer base having different age groups and other different demographical patterns that arise after the fulfilment of needs and wants of customers.

Yoshida and James (2010) carried out a study in Japan and the United States with two intentions to propose a model of the relationships between service quality, core product quality, customer satisfaction, and behavioural intentions and to examine the relationships between the proposed constructs. The researchers used a proportionate sampling method which was stratified by both age and gender. They observed an assigned block of the stands to estimate the percentage of those attending based on gender, that is male, female and age giving ranges such as between 18 and 29; 30 and 49, and ages of 50 and above. The questionnaires were administered according to the estimated percentages based on gender and age.

Of the total sample, 67.5% of the respondents were male. Age was measured as a categorical variable; more than one-third of the subjects were in the 30–39 age range

(39.9%), 26.6% were between 40 and 49 years old, and 24.4% were between 20 and 29 years old. This is in support of the notion that both age and gender can be used as strata in a study.

A basic and effective baseline customer satisfaction survey program should focus on measuring customer perspectives. Over all attitudes of customers towards a service is customer satisfaction. There is actually a difference between what a customer actually expects and what they receive. The results indicated that stadium employees and facility access were the major antecedents of service satisfaction. Since the facilities are government subsidized, it means the users of these facilities do not have to pay for their use. The location is also accessible, that is to say that if the users have easier access to the facility they will be satisfied and this will mean they come back to the facility. The cost and location perception increases the customer's satisfaction in utilising the facilities. The same study indicated that the location of the stadium did play an influential part in significantly influencing usage from people outside the country. This ensures that visiting users can be satisfied by the accessibility to these facilities and not face barriers to entry or usage by high pricing due to government subsidy on the facilities.

### **2.3 SERVICE PERSPECTIVE AND CUSTOMER SATISFACTION**

The service perspective is more concerned with how the organisation is performing in terms of service delivery. The variables found here are usage rate, visitation services and community sectors. This perspective as seen by Doran, Haddad and Chow (2002) reflect traditional ways of assessing as it measures the results of what is already in place while having their main focus. Bracketz (2006) also notes that service perspective was more of service oriented from the physical operation or services through the building. It is this

perspective that represents the extent to which users are satisfied with attributes of the facility and how important these attributes are to them (Liu, Taylor & Shibli, 2007).

The most obvious and basic characteristic of services is intangibility (Wilson, Zeithaml, Bitner, & Gremler, 2008). Because services are performances and actions rather than objects, they cannot be seen, felt, tasted or touched in the same way as tangible goods. Customer integration reflects the idea of a simultaneous production and consumption of the service.

Due to the usage rate, services are performances that are frequently produced by humans, and so no two services will be exactly alike (Zeithaml et al., 2006). During the usage of the facility, in the customer's eyes, the employees performing the service frequently are the service and there is nothing else. Thus, heterogeneity arises on the one hand because service employees may differ in their performance from day to day. On the other hand, customers' demands can differ over time, which means they will experience the service differently.

Considering that customers often perceive facility management services as processes, during visitation services, there is a need for a well-designed process management that focuses on the customer's perspective (Coenen, von Felten, & Schmid, 2011; Kok et al., 2011). Every service consists of several customer contact points at which the customer perceives facility quality or lack thereof. Therefore, it is essential for service providers to establish a solid process routine for every contact point for visitation processes. Facility managers must be able to manage the total chain of the processes that link together to deliver a service to customers. Failure to manage end-to-end processes can lead to inefficiencies across the organization, which can lead to a lack of consistency, poor reliability in terms of quality (Ware & Carder, 2012). Facility managers must not only deal with the individual

issues in managing back-office and front-office processes but also with the challenge of integrating their activities with the core activities across the value chain of the core business (CEN, 2006; Ware & Carder, 2012).

For facility managers to integrate community sectors and professionally manage processes, personnel need to create a sustainable value for the customer, relationship management is vital. This is because customers evaluate their relationship with the provider, which means that they not only evaluate the quality of the service of a facility manager provider but also the quality of the entire relationship (Coenen et al., 2012). In this way, relationship quality becomes an important driver of perceived value and customer satisfaction and service quality and relationship quality interact with one another. Because services are an important characteristic of a provider from the customer's perspective, successive positive experiences with these services cumulate to a positive overall perception of the relationship. Moreover, a high perceived relationship quality facilitates customer interactions. The better the service provider and customer know and value each other, the more open and constructive the interactions between them.

Kung and Taylor (2014) carried out a study in which they wanted to establish a detailed insight into the participation patterns and satisfaction of disabled sports participants. They tested whether there were statistical differences in terms of customer demographics, participation patterns, travel and sports activities for the disabled and the non-disabled, assessed patterns of participation by their demographic profiles, and finally identified what may have affected disabled visits to the sport centres from the perspective of various service attributes at the sport centres, by identifying areas of dissatisfaction.

The results showed that the top three most frequently stated main sports activities by the disabled were swimming, using fitness equipment and keep fit related exercises. It was

also more likely for the disabled to participate in organised activities, and participate regularly when compared with the non-disabled participants. It also disclosed that the disabled were also more likely than the non-disabled to travel to the centre by public transport, from home and travel a longer journey time. Certain measures were identified that were believed could increase participation and visitation by the disabled, they mentioned among others competent support at sports centres, and free transportation to sport centres in catchment areas with high proportions of disabled in their population.

## **2.4 UTILISATION PERSPECTIVE AND CUSTOMER SATISFACTION**

This perspective brings about several tangible features of facility performance. The variables in this perspective include condition, suitability and hour availability (Brackertz & Kenley, 2002). Liu, Taylor and Shibli (2007) also posit that the utilisation signifies the scale of usage and non-usage of the facility. The customer's perceptions of the quality of service performance, the extent to which service performance exceeds expectations or a combination of the two may influence an individual's satisfaction with a service encounter. The relative influence of these determinants varies by individual and situation (Festus & Hsu, 2006).

The suitability of the facility has a direct impact on the comfort of the customer. According to Karna and Julin (2015) the vast majority of facilities have been designed to improve customer comfort and increase customer amenities. In major league baseball, the trend has been to move away from multi-purpose stadiums into intimate, nostalgic, baseball-only facilities. In integrated facilities however, the amenities cannot be tailored for each sporting code which may lead to diminished customer satisfaction.

Conditions of the sport facility influence the turnout of the customers. In particular, it is common for older facilities to have bench seating, a simple scoreboard and a single concession stand. Builders of newer facilities, however, have improved each of these areas in an attempt to improve the condition of the facilities. Bench seats have been replaced with chairs with armrests, padded seats and cup holders. Specifically, the lack of stadium atmosphere and amenities has often been blamed for low attendance (Ferenandes & Neves, 2014). In sports, the inanimate environment is represented by the facility itself; the staffs that interact with customers are considered service personnel.

Within sports settings, the focus of the literature has been on the sports facility's ability to influence attendance or attendance intentions. Specifically, perceptions of the physical environment contribute to approach and avoidance behaviours that lead to attendance (Sarstedt, Ringle, Raethel & Gudergan, 2012), influence motivation to attend events (Zorzou, Zorzou, Laios, Bebetos, Kobodiatas & Apostolidis, 2014), and increase willingness to attend athletic events (Hill & Green, 2000). Elements of the physical environment such as ambient conditions, spatial layout and signage have the ability to influence customers' cognitive and affective states, which contribute to customer behaviour. Clients are generally satisfied with operating hours that favour the times outside their working schedule

Greenwell and Pastore (2002) conducted a study to determine the influence of physical facility elements on customer satisfaction and to investigate the influence of the physical facility relative to other targets of quality, namely the core product and service personnel. The analysis showed that perceptions of the physical facility also contributed to customer satisfaction. This asserts that customers expect to get comfort and convenience from a facility and this has led to the building and renovating of sports facilities.

A study by Lindsey, Sessoms and Willis (2009) on the impact of campus recreational facilities and programs on student recruitment and retention among male and female African American students revealed that men scored higher than women when it came to importance of the availability of recreational facilities and programs in deciding to attend the school, the importance of the availability of recreational facilities and programs in deciding to continue at the school. This also means that with a sound sports facility the customers will participate in sports because they have a facility to utilise.

Haines (2001) cited in Lindsey et al (2009) also carried out a study to investigate the importance of university recreation at a large Midwestern university using the Quality and Importance of Recreational Sports (QIRS) survey. The results from her study indicated that 75% of the men considered the availability of recreation facilities and programs to be somewhat very important in deciding to attend college.

## **2.5 CUSTOMER'S SATISFACTION WITH SERVICES**

Customer satisfaction is defined as a function of the level of product/service performance with respect to customers' expectations. A customer's satisfaction may depend on the set of attributes made about the success or failure of the service performance (Pham, Goukens, Lehmann, & Stuart, 2010). Customer satisfaction is very important for service organizations because it is based on a customer's personal judgment of services which is seen as one of the best criteria for evaluating services (Yoshida & James, 2010). Since it is difficult to maintain reliable service performance due to the intangible and varied aspects of services, customer satisfaction has been understood in relation to service quality

Service quality is known to be based on multiple sizes, thus there is no general agreement as to the nature or content of the dimensions (Kim & Han 2013; Ndamnsa, 2013).



However, a review of various service quality studies shows that European scholars have defined service quality in terms of physical quality, interactive quality and corporate (image) quality. According to Eshghi, Roy and Ganguli, (2008), service quality is described as the overall assessment of a service by the customers. Ko and Pastore (2007) defines service quality as the customers' overall impression of the relative inferiority of the organisation and its services, physical quality relates to the tangible aspects of a service. Interactive quality involves the interactive nature of services and refers to the two-way flow that occurs between the customer and the service provider and/or his representative. Corporate quality refers to the image attributed to a service provider by its current and potential customers, as well as other publics (Kang & James, 2004). Some studies outlined that there are two service quality dimensions namely the technical quality gained by the customer during the service delivery process and the functional quality which mainly concerned about how the service was rendered (Barrett & Baldry, 2007; Kang & James, 2004; Langviniene & Vengriene, 2005).

Customers' willingness to return to a service provider can be vitally affected by factors such as the promptness of service delivery, the way staff treats them and or cleanliness of the facility (Kung & Taylor, 2013). Liu, Taylor and Shibli (2008) pointed out that physical evidence (cleanliness in this context) was crucial to facilities aiming to draw access of different groups of users. In another study in which Lentell (2000) investigated customer satisfaction, physical evidence was considered to be the most important to customers, and he recommended that improving the tangibles may be an effective way to secure an improved customer satisfaction with services.

Sureshchandar, Rajendan and Anantharaman (2002) carried out a study to determine the link between service quality and customer satisfaction. The results indicated that the two constructs were independent but closely related which suggested that an increase in one is

likely to cause an increase in another. Stratified random sampling was used to select about 150 customers and the stratification based on the type of bank such as public sector; private sector. Questionnaires were distributed for customers to provide their perceptions of the level of quality provided by the bank together with their level of satisfaction with the bank. After testing the hypotheses the results indicated that service quality and customer satisfaction varied significantly. This study showed that the two service quality and customer satisfaction were indeed differentiated from the customers point of view.

A study was conducted, Avourdiadou and Theodorakis (2014) to examine the impact of service quality and satisfaction on customer loyalty among new and experienced customers in the context of sports and fitness centers in Greece. The results indicated that service quality consistently affects overall satisfaction of both customer groups. Service quality proved to be a major driver of loyalty only for new customers, and even though overall satisfaction was a major driver of customers' future behaviors its impact proved significantly greater among experienced customers. These findings contribute positively to understanding how service quality and satisfaction are developed and influence customer retention in different consumption stages.

## **2.6 CUSTOMERS' SATISFACTION WITH QUALITY**

Quality is one of the most expected aspects by customers of almost all service products (Urban, 2009). The quality of services is one of the central factors to influence customer satisfaction (Lepkova & Jefimoviene, 2012). Some studies suggested that there is a direct link between perceived quality and total satisfaction (Balaji, 2009; Helkkula & Kelleher, 2010; Wang, 2010). According to Kumar, Kee and Manshor (2009) high quality of

service can result in high customer satisfaction which then would show the facility's ability to meet its customers' expectations.

Perceived quality is based on those first expectations that the user's choice is, and then evaluated to determine satisfaction (Grounaris, Tzempelikos & Chatzipanagiotou, 2007). It has been found in some studies that the quality of service usually provided by many public sports facilities somehow failed to meet its customers' desires (Kang, Kim & Lee, 2002; Lee & Shin, 2004). This failure has been associated by some with mismanagement due to lack of specialised user centred operations management (Kim, 2003).

In this context a study conducted on service quality and customer satisfaction by Kang et al (2002) proposing that improving the differentiated service quality could somehow activate the facility. That is to say through the process of creating a customer supplier chain at all levels, a better focus can be achieved and ultimately all the work carried out will be of greater significance. This customer supplier communication will help to ensure quality and thus the customer's satisfaction (Fečikova, 2004) as perceived value is a direct mediator of satisfaction in a sports and leisure centre context (Brady & Robertson, 2001; Murray & Howat, 2002).

Greenwell, Fink and Pastore (2002) in a study sampled 218 minor league ice hockey spectators to investigate the influence of individual physical facility elements on customer satisfaction. They also investigated the influence of the physical facility relative to other targets of quality, namely the core product and service personnel. Multiple regression analysis was used and it revealed that facility elements together predicted customer satisfaction. The study also revealed that both perceptions of service personnel and of the physical facility contributed to customer satisfaction over and above the impact of customers'

perceptions of the service. With these results one can say that there is great need to address the facility in combination with targets of quality so as to improve users' level of satisfaction.

Another study Hung, Su and Hsu (2007) examined the service quality of the sports and leisure related industry with the hope of providing an improvement tool of service quality performance (SQP). They stated in their study that to achieve the goal of upgrading (SQP) effectively, an evaluation tool must be designed to help fully understanding of customer demand and expectation. They conducted a survey study through questionnaires to come to understand these relationships and came to the conclusion that customer satisfaction with service quality was dependent on what was of importance to them.

Tsuji, Bennett and Zhang (2007) also conducted a study to examine the relationship among service quality, satisfaction and future intentions of attendees at a large scale action event. That is, it looked at the effects of core service quality and peripheral service quality on satisfaction and future intention in an action sports event setting.

The respondents were satisfied with the event and gave positive responses toward services provided by event managers and stated their likelihood to return to the event in the future. The findings also suggested that core service quality and peripheral service quality were significant predictors of satisfaction. It was also discovered that peripheral service quality and satisfaction significantly related to future intentions. However, core service quality was not significantly related to future intention; yet, it had an indirect influence on future intentions.

In a study in which Sadeh, Mousavi, Garkaz and Sadeh (2011) studied relationship among e-quality and some variables including customer perceived value, the results indicated

that e-quality directly influenced e-customers. This is evidence that in any circumstance if an organisation offers quality services their customers are bound to get satisfaction.

Kim and Lee (2011) conducted a study to examine the relative importance of perceived service quality and the relationship between perceived service quality, customer satisfaction and behavioral intention using multi-dimensional methods. Participants of this study included 244 passengers at three major domestic South Korean airports (Kimpo, Kimhae, & Cheju Airport in the fall of 2008). The results indicate that the significant dimensions of customer satisfaction are tangibles and responsiveness. In addition, the study confirms the significant consequences of customer satisfaction including word-of-mouth communication, purchase intentions, and complaining behavior. Based on these results, carriers should develop tangibles and responsiveness for the enhancement of customer satisfaction and behavioral intentions.

A study was conducted to investigate whether achievement of externally accredited quality awards is associated with better performance in English sports and leisure centers (Ramchandani & Taylor, 2011). Data from 98 centers which undertook the National

Benchmarking Service for sport and leisure centers in 2006/07 was used. The researchers organized the data into four performance dimensions of; access that is who uses facilities, utilization in terms of number of users, finance and customer satisfaction. The investigation identified differences between the performance of centers with quality awards and those without such awards. The statistical significance of these differences was tested.

The results offered mixed evidence regarding the association of quality awards with better performance. Centers with quality awards achieved better performance in clear majorities of indicators for financial subsidy, facility utilisation and customer importance satisfaction gaps associated with selected facility attributes. However, most of these

differences were not statistically significant. The results also revealed a weak correlation between the number of awards and performance, which was at its strongest for utilisation and importance satisfaction gaps. The main implication of this study is that if quality awards are a means to achieving better performance, then managers need to consider carefully which dimensions of performance they are seeking to improve, as a criterion for deciding which award to aim for.

## **2.7 SUMMARY AND JUSTIFICATION OF STUDY.**

Research findings indicate that facility users in some countries are of different opinions on satisfaction with services and quality offered through sports and recreational facilities that are managed by the Local Government Authority (LGAs) also known as non-profit facilities. Some users are satisfied whereas some are dissatisfied. Literature reflects that most studies were carried out based on selection of one or two determinants of building performance for instance, a study by Fernandes and Nerves (2014) on servicescape (physical environment) as a key variable in influencing customer perception.

The other gap revealed by literature is that studies carried out were based on customer perceptions with quality services using the benchmarking. Taylor et al., (2009) investigated how public sports facilities were used by five disadvantaged groups over the past ten years. The statistical evidence demonstrated a consistent pattern of numerical under-representation of the most disadvantaged socio-economic groups and there were significant and linear decreases in participation by young and disabled people. Facility type, location, size and management type were found to be major sources of performance differences for certain indicators.

The importance of facility performance in facilities management has been recognised by many scholars and professionals and review is mainly based on foreign literature. To the

best of the researcher's knowledge, no studies have been carried out on examining the relationship between the customer/community perspective, service perspective, utilization perspective, physical perspective, environmental perspective, financial perspective and satisfaction and customer satisfaction with services and quality in Botswana sports facilities. A gap exists between the expectations of building users and the quality of services provided by practitioners towards the fulfillment of these expectations which this study hopes to fill.

The suggestions and findings based on the extant literature in some instances may not be applicable in Botswana's situation due to differences in culture and development especially the technological advancement. It is upon these grounds, lack of convergence, the finding of various studies, and lack of literature regarding research on performance measurement of Integrated Sports Facilities in Botswana that this study is worth conducting with the intent to fill this gap.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.0 INTRODUCTION**

The purpose of this research study was to determine the performance of Integrated Sports Facilities in Botswana. The methods and procedures used in this study are outlined in this chapter under the following subheadings; research design, population of the study and setting, sample size, sampling method and procedures, instrumentation, validity of the instrument, pilot study, reliability of the instrument, data collection procedures, ethical considerations and data analysis procedures.

#### **3.1 RESEARCH PARADIGM**

Saunders, Lewis and Thornhill (2007:49), state that “a research paradigm is a way of examining social phenomena of use of electronic resources in public libraries from which particular understanding can be gained and explanations attempted”. According to Creswell (2009), a paradigm of research is the philosophical assumption taken by the researcher that provides a basic set of beliefs that guides action. According to Mertens (2010:6) “The philosophical assumption is mainly divided into two categories: interpretive and positivist”.

In interpretive studies, the research is subjective. In addition, there are multiple realities that are frequently changing and although it can be studied it cannot be predicted. Furthermore, the cause and result relationships cannot be tested. This suggests that theory can only be built by synthesizing data through the inductive reasoning approach. It is for these reasons that the interpretive paradigm was judged not suitable for the current study. The choice between these two philosophical beliefs should be based on the research objectives and types of questions of the study (Creswell, 2014). The study conforms to the positivist



paradigm because it is consistent with the study objectives and research questions. This study required an objective examination of the phenomenon in a large sample that is randomly selected from high school students.

The positivists believe that societies have a concrete existence and pursue a certain order. It is established that research can be conducted objectively and value free with reality that can be measured (Creswell, 2009). These assumptions lead to the existence of an objective that can be measured and which is value free. These assumptions can generate true explanatory and predictive knowledge of the reality. With the positivists, findings can be generalized from the study sample to the larger population. Its belief in deductive reasoning allows the assumption to be based on the cause and effect of relationships that can be tested and linked with hypothesis testing approach (Williamson, 2002). The study conformed with the positivist paradigm because it involved testing of theory especially when a new variable was added to the SBS model.

Positivism is concerned with revealing truth and presenting it by empirical means (Gay *et al.*, 2014). In line with the research problem and in support of the position of Creswell (2014) the research paradigm adopted for this study is positivism. Therefore, the study followed the positivist quantitative mode of research. The option of positivist approach is based on the need to quantify objective reality through critical questions and testing of hypothesis as outlined in the first chapter.

### **3.2 RESEARCH DESIGN**

According to Creswell (2014), a research design is a plan that indicates where the research is going in order to answer the main research question, and also an overarching plan

for the collection, measurement and analysis of data. It describes the purpose of the study and the kind of questions to be addressed, the techniques to be used for collecting data, approaches to selecting samples and how the data are going to be analysed.

A mixed-method descriptive survey design was used. Mertens (2010) and Creswell (2012) posited that research can be approached qualitatively, that is presenting data as a narration with words, and quantitatively, which is presenting statistical results represented with numbers. Questionnaires were used which included structured questions and interview guide which consisted of structured and unstructured questions. An observation and document analysis were also used in collecting data and for purposes of triangulation. As the study used the two approaches this resulted in the use of descriptions which are the qualitative aspect and the use of statistics which are quantitative (Gay et al 2014; Neuman, 2007).

A survey design is used to obtain information as related to the status of phenomenon to describe and gain new insights about a particular phenomenon, develop new concepts that exist within the real world context (Fink, 2012; Fowler 2009; Leedy &Ormond, 2005). A survey design in research, analyses, organizes and describes data gathered on a certain phenomenon with use of tables, graphs and diagrams (Nenty, 2009). The survey design is suitable for this particular study as it has the advantage of getting empirical information from a larger population (Creswell, 2014) and so is of relevance as the study will be aimed at determining the performance of ISFs in terms of customer satisfaction.

### **3.3 POPULATION OF THE STUDY**

Barbie (2007) defines population as the total number of possible units or elements that are eligible for inclusion in the study or totality of people, organizations, objects, or

occurrences from which a sample is drawn. Population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Best & Khan, 2006). The population for this study constituted of (n= 1572) daily users from in each of the four ISFs found in Botswana who as suggested by Brackertz (2006) are the main stakeholders. These sports facilities are all located in different areas in Botswana

### **3.4 SAMPLE SIZE**

Sample is a representative of the population from which it is selected if the total characteristics of the sample closely approximate those same total characteristics in the population (Best & Kahn, 2006; Fowler 2009). A sample is selected from a larger population, a sample in a research study then can be said to be a group on which information will be obtained, (Mertens 2010). Based on a total population, 434 respondents out of the total population were selected on proportional representation (Table 1). This sample was needed to conduct a survey with a confidence level of 95% and a confidence interval of +/- 4 respectively. Through the use of Cochran's sample size calculation formula, the researcher selected 50% proportional representation of the total number of daily users' population per facility who participated in the study. This selection was aligned to De vos, Strydom, Fouche and Delport (2008), who contend that in allocation of sample size among strata proportional allocation was used for its ability to guarantee that the sampling fraction is same for all strata and so ensured representativeness, variability and ample sample size. The 50% sample was more suited for controlling the errors. With this sample size, time, money and effort can be concentrated to produce quality research and better instrument for more depth information (Schutt, 2006).

**Table 1: Representative table**

Facility/strata	Total no of users	Percentage	Projected sample	Service providers and the projected sample	
Masunga	435	27.7%	120	15	4 (0.95%)
Maun	339	21.6%	93.7	15	4 (0.95%)
Molepolole	442	28.1%	122	15	4 (0.95%)
Serowe	296	18.8%	81.6	15	4 (0.95%)
<b>TOTALS</b>	<b>1512</b>	<b>96.2%</b>	<b>418</b>	<b>60</b>	<b>16 (3.8%)</b>

### 3.5 SAMPLING METHODS AND PROCEDURE

Probability sampling was used in selecting respondents for the study. A probability sampling or representative sampling was used in survey with the intention to produce generalization outcomes in the form of statistical inferences (Creswell, 2014). In this study, for a probability sample, the researcher used random sampling to sample the users of ISFs. Random sampling according to Ary, Jacobs, Sorenson and Walker (2010) and Greener (2011) allows for all members of the population an equal and independent chance of being included in the random sample (Fraenkel & Wallen, 2009; Gay, Mills & Airasian 2014).

The sample was selected by use of random sampling to pick respondents from the users and service providers in each of the ISFs in Botswana which will be the strata. Strips of paper equivalent to the total population per facility were labelled YES and NO and placed in a container. The YES strips represented the proportional sample of the facility, that is to say the sample percentage of a facility from the whole sample size. The respondents who picked the YES were given questionnaire to complete

Since no such surveys have ever been conducted in Botswana, the researcher used 50% proportion in calculating the users/service providers sample size using the formula below. The sample size was determined using Cochran's sample size calculation formula for categorical data to enable detection of difference at  $\alpha = .05$  and margin of error = .06 (Bartlett, Kotrlik & Higgins 2000; Israel, 1992)

Sample size calculation

Sample size =  $\frac{n}{1 + (n/population)}$

$n = Z^2 \cdot P(1-p) / (D^2)$

$n = Z^2 \cdot P(1-p) / (D^2)$

P= True proportion of factor in the population, or the expected frequency value

D= Maximum difference between the sample mean and population mean or expected frequency value minus (-) Worst acceptable value

Z= Area under normal curve correspondence to the desired confidence level.

Assumptions

The sample to be taken must be a simple random or otherwise a representative sample.

Value necessary for calculating sample.

The total estimated population of users and service providers of the integrated sports facilities is = 1572.

An expected frequency (P) of good scores of 50% is recommended for dichotomous variables as it results in maximization of variance and produces maximum sample (Bartlett, Kotrlik & Higgins, 2001)

### CALCULATION FOR “n”

P=Expected frequency values=50%

D= (Expected Frequency – Worst acceptable= 4%

Z= 1.960 with Confidence level of 95%

$n = (Z * Z) [P (1-P) / (D * D)]$

$n = (1.960 * 1.960) [0.50(1-0.50) / (0.04 * 0.04)]$

$n = (3.8416) [(0.50 * 0.50) / (0.0016)]$

$n = (3.8416) (0.25 / 0.0016)$

$n = (3.8416) (156.25)$

$n = 600.25$

$n = 600$

Since the value of “n” exceeds 5% of the population ( $1572 * 0.05 = 78.6$ ), the correction formula stated by Cochran (1977) was used to calculate the final sample size (Bartlett, Kotrlik & Higgins, 2001). Following are the calculations for the sample size (S) for the already stated population of 1572 participants.

$S = n / [1 + (n / \text{population})]$

$S = 600 / [1 + (600 / 1572)]$

$S = 600 / (1 + 0.3817)$

$S = 600 / 1.3817$

$S = 434$

### 3.6 INSTRUMENTATION

The instruments used in this study were questionnaires, interviews, observations and document analysis.

## *Questionnaire*

The researcher used a closed ended 5 point Likert scale questionnaire as an instrument to collect data from the users and service providers of the ISFs. (See Appendix C&D) the responses ranged from Strongly Agree (5); Agree (4); Neutral (3); Disagree (2); Strongly Disagree (1). Scales here are utilised to enable the respondents to respond their perceptions in continuum. Comparatively the instrument in this form is easier to compile and analyse than other perception and attitudes scales or instruments (Welman, Kruger & Mitchell, 2005). A close ended questionnaire has better chances of eliminating the element of bias as the researcher is not part of the study.

For a questionnaire in this nature also the presence of the researcher is often not required when participants are responding. It allows for subjects own time for responding to the questions and maintains anonymity (Creswell, 2014). Also in addition to this, the researcher can mail the questionnaires even electronically and have the respondents do the same after completing. The questionnaire was divided into two sections, section A being the background information and section B had three parts. Part one was the Community Perspective questions which included demographics and accessibility; the second, Service Perspective questions which encompassed the level of usage of the facility and the third was the Utilisation Perspective questions which assessed the users' perceptions in relation to condition, suitability and hour availability to the users.

For this study 434 self developed questionnaires were administered and all collected. From the total number of questionnaires collected, 29 were excluded from the study as they had incomplete data. A total of 405 participated in the study thereby constituting a 93% response rate.

### ***Interview***

Burton et al (2008) view an interview as a useful tool for obtaining sensitive or in-depth information from a knowledgeable respondent. Its interactive nature allows the interviewer to probe and pursue relevant themes. It is most effective when there is a positive relationship and trust between the interviewer and interviewee. Cummings and Worley (2009) view interview as having high response rate and offering an opportunity to correct misunderstanding. Moreover, they also view interview as expensive to reach a widely dispersed sample and also time consuming to conduct. In this case the coordinators are placed in the facilities which means they are far apart while the managers are based also in a different location from that of the coordinators.

Creswell (2014) states that, interviews are useful when participants cannot be directly observed and also used to probe participants to provide historical information. Therefore, in this study, interviews are aimed at soliciting information from the participants such as coordinators, service providers and managers. The researcher designed structured interviews for the facility coordinators. The interview guide followed the questionnaire perspectives. The researcher secured appointments to interview the coordinators about the services offered through the facilities. All interview questions were related to the research variables because the researcher wanted to triangulate the responses.

### ***Observation***

Observation's aim is to collect data in a natural setting which in this case will be the facilities. As with most qualitative data collection methods, the individual identified as the observer is the instrument for the data collection. The observer notes things such as what people say, do, their locations. Observation checklist used eliminated Yes/No option in



relation to the variables in questions. The researcher carried out observations of the facilities so as to establish consistence with responses from interviews with the facility coordinators and facility users.

### ***Document analysis***

Document analysis is a form of secondary data collection in which documents are interpreted by the researcher to give voice and meaning around the investigated area as they may contain information that the researcher would not have had access to (Ary et al., 2010). The researcher looked at documents such as records of users of facilities, standards to confirm the usage and also management records such as policies, strategic plans, maintenance records and annual reports and any other available documents for the running of facilities (Gay et al., 2010). Reviewing the documents will give the researcher more insight into the facilities performance. The documents will be requested together with interview requests.

### **3.7 VALIDATION OF THE INSTRUMENT**

According to McMillan and Schumacher (2001) validity is the degree to which scientific explanations of phenomena match the realities of the world. To ensure validity, a research instrument must measure what it was intended to measure (Gray, 2009). It is a situation specific concept, meaning that validity is dependent on purpose, population, and situational factors in which measurement takes place. Therefore, valid instruments evaluate what they are meant to evaluate (Thomas, 2009). In this study, content validity was adopted. Content validity refers to the extent to which the conceptual framework is reflected in the individual items in the questionnaire, or test items. In order words: Does the instrument reflect the concepts concerning the investigation (Cohen, Manion & Morrison, 2011).

Creswel (2012) stresses that content validity should be done by an expert to ensure that the items in the instrument are a true representative of the content, construct behaviour or program objectives under study. For this purpose of content validation, the questionnaire was presented to experts in the Department of Physical Education for assessment and editing of the instrument's technical soundness, clarity and relevance of the items.

In qualitative research, validity is the degree to which the qualitative data a researcher collects accurately gauge what they are trying to measure. That is to say, it deals with the integrity and application of the methods undertaken and the exactness of the findings to accurately gauge what is being measured. Qualitative researchers can establish trustworthiness of their research by addressing credibility, dependability, transferability and conformability of their studies and findings (Gay et al., 2014).

Credibility is defined by Gay (2014) as the researcher's ability to take into account all of the complexities that may present themselves in a study and also deal with uneasily explained patterns. Credibility establishes the research findings' ability to represent reasonable information drawn from the participants' original data and also a correct interpretation of the participants' original views. For this study the researcher used practice triangulation and collected detailed descriptive data. Triangulation deals with the use of multiple methods data collection strategies and data sources to get a more complete picture of what is being studied and cross-check information. The data about the ISFs was collected through interviews and observations which provided the researcher with a detailed and more complete picture of the facility performance in providing quality services

Transferability deals with the researcher's belief that everything is context bound. It can be seen as the degree to which results of qualitative research can be transferred to other

contexts with other respondents. The researcher ensured this by including as much detail as possible so that others may see the setting for themselves. Collecting detailed descriptive data will permit comparison of a given context to which transfer may be contemplated, in this case was the customers' perceptions and those of the managers (Ary et al 2010).

Dependability on the other hand talks about the stability of the data collected. Bitsch (2005) states that, dependability refers to stability of the findings with time. This can be proven through member checks which allows for the researcher to invite participants' comments on the interview transcript and whether the themes and concepts created adequately reveal the phenomena being investigated. The actual participant to be the one to clarify to the researcher that their descriptions and interpretations are accurate based on participant's information.

Lastly conformability is the neutrality or objectivity of the data collected (Gay et al., 2014). Conformability can also be described as the extent to which the results of an investigation could be validated or corroborated by other researchers. The researcher used an audit trail to ensure conformability. Audit trail allows a friend to carryout external audit or examining the whole process of data collection, analysis and interpretation (Ary et al., 2010). The audit trial can be written description of each process and may include field notes tapes or even archival data.

### **3.7.1 TRIANGULATION**

This is the process of using multiple methods, data collection strategies and data sources in collecting a more complete picture of what is being studied and also to crosscheck information (Gay et al., 2014). Triangulation is employed for the betterment of the credibility, dependability and conformability of the research. The researcher used the

triangulation that requires use of different sources of data or instruments such as questionnaire, interviews, document analysis to enhance the quality of data (Gay et al., 2014).

### **3.8 PILOT STUDY**

According to Thomas (2009), a pilot study means conducting a much smaller study to prepare for a larger one. It is done to refine or modify research methods or to test out research techniques. Gray (2009) asserts that piloting is necessary to ensure that questions are accurate, unambiguous and simple to complete. Piloting provides a guide for rephrasing questions to invite richer responses, if necessary (Best & Khan, 2010). Cohen et al, (2009) emphasizes that a pilot study increases the reliability, validity and practicability of the questionnaire. In this study, the questionnaire as a research instrument was tried out on a group similar to the one that provided information for the study. The pilot study was carried out with a small group picked from attendants in an event at the University of Botswana (UB) stadium. They were picked as they entered the stadium. The group used was from the UB stadium which was not incorporated in the final data collection phase. This was because UB stadium was not one of the ISFs but offered the same services as the ISFs. The pilot was meant for the users to give feedback on the instruments hence testing the questionnaire's validity and reliability, any discrepancies and areas of improvement. The feedback gathered revealed that the statements were too long and there were somewhat typographical errors. The comments, questions and time taken were highly noted by the researcher so that modifications were made before the instrument was used on the final study. It has been revealed that a questionnaire pre-test can divulge ambiguities, poorly formulated questions hence reflecting whether the instrument has clear instructions (Fraenkel & Wallen, 2009).

### 3.9 RELIABILITY OF THE INSTRUMENT

In quantitative research, reliability is an indication of consistency between two measures of the same thing (Gray, 2009). According to Thomas (2009) reliability refers to the extent to which a research instrument will give the same result on different occasions. This means that for a research instrument tool to be reliable, it should give the same result when something was measured yesterday and today. It is the degree of consistency or stability of data collected by the same or a similar instrument on occasions when it should theoretically produce the same results (Cohen, 2007; Morrow, Disch, Jackson, & Mood, 2011; Popham, 2014).

In this study, some measure of reliability was achieved by using the split-half reliability. For internal consistency, the items that intended to measure the same construct were divided into two sets in one test. The researcher used the odd-even approach to split the items. The items were administered to the same sample and each score was correlated to produce a stability coefficient. The Spearman-Brown prophecy formula was used to re-evaluate the correlation as suggested by Miller (2010). Split half reliability assumes that a reliable test will produce equal scores on the two selected halves. Reliability of 0.8 and above is deemed to be good (Popham, 2014). The split half reliability was more suitable for this study as it required only one test administration. This type of reliability was also favourable to this study in terms of time factor and finances. The experts in the department checked for reliability of the questionnaire by examining their consistency with the variables of the study.

In qualitative research, reliability deals with the degree to which the study data constantly determines what they measure. (Gay et al., 2014) states that qualitative researchers consider the reliability of the techniques they use to collect data where the quantitative researchers would be looking at instruments and tests. The qualitative researchers should

consider whether the data will be consistently collected if the same techniques were used overtime when examining the results of their enquiry. This is important because unlike in validity where a valid test measures what it is intended to measure will do so consistently overtime, a reliable test may consistently measure the wrong thing (Rubin & Babbie, 2008). For this study the researcher determined whether the data was consistently collected with the interviews, observation and document analysis.

### **3.10 DATA COLLECTION PROCEDURES**

According to Johnson (2002), there are many different data collection options, and the decision to decide on an approach is said to be dependent on the answers to the following questions: what do you want to know, where do the data resides, and what are the available sources? The answers to these questions will definitely be influenced by the paradigm and method adopted for the research. The research method determines the research design and methods of data collection.

According to Ary et al (2010) in order to openly conduct a study particularly in school, permission has to be sought from the powers that be, at the ministerial levels, as well as the school. The researcher requested for permission from the BNSC and the selected management of the ISFs for the study. Firstly, the researcher liaised with management of the ISFs to submit permission offers from the BNSC and University of Botswana prior to data collection. The researcher self-introduced and familiarised the management of the intentions of the study to be conducted. This move was in line with Babbie (2007) who posits that a researcher's status and knowledge of the area to be studied can facilitate access.

Permission to conduct the study was sought from the University of Botswana (Appendix G) and from the Ministry of Youth Sports and Culture (MYSC) office of research

(Appendix I). The researcher visited all the four ISFs to meet with the Coordinators and submit the permission and approval letter to conduct the study from the University of Botswana and from MYSC prior to data collection. On arrival, the researcher made self-introductions to the facility coordinator. Highlights on the purpose, essence to conduct the study and ethics to be considered in carrying out the research were explained. Though permission had been granted, the researcher had to delay the processes of data collection for a month as the facilities were being used for preparations of Botswana 50 year celebrations.

The coordinators helped with distributions of questionnaires only for those times that fell within the government operation times. Since most users came in after 1630hrs the researcher distributed the questionnaires. Questionnaires were given at the respondents' convenience that is the researcher met the users during their visit to the facility. This was during the daily visits and weekend scheduled events. The users were given the questionnaires upon entering the facility, some did not stop at the gate and so were followed to the parking areas. In some instances where there was group training like in the case of Softball, Netball and Soccer, the team managers helped to administer the questionnaires. The time of completing the questionnaire was 30-35 minutes and the questionnaires were collected immediately after completion at these meetings. Some respondents spared time before starting their business whereas others completed the questionnaire after their training sessions. The researcher secured appointments to interview the coordinators about the services offered by the facilities. They were interviewed separately and at their facilities. The interviews were voice recorded. The coordinators' interview was followed by observation of the facility and a document analysis of physical evidence and public records carried out by the researcher.

### 3.11 ETHICAL CONSIDERATION

Ethics generally are considered to deal with beliefs about what is right or wrong, proper or improper, good or bad. They are norms or standards of behaviour that guide moral choices about behaviour and relationship with others (Creswell, 2009). Behaving in an ethical manner will increase the chances of maintaining positive relationships between the researcher and participants for the duration of the study (Burton et al., 2008). Therefore, data collecting instruments should display ethical acceptability. Therefore, the researcher issued a consent form and covering letters designed to check if the participants understand the purpose of the study, that they may be aware of their rights as participants and should confirm their willingness to take part. According to Cohen et al., (2007), in doing this moral principles that constitute the basis for ethics in research were observed and those were:

- (i) **The Principle of Non-maleficence:** This research did not cause any harm to the respondents who took part in it and to the general community.
- (ii) **The Principle of Beneficence:** This research made a positive contribution towards the welfare of those who took part in it. It was meant to determine the satisfaction of users in relation to the performance of ISFs.
- (iii) **The Principle of Autonomy:** This research also respected and protected the rights and dignity of participants. It did not expose private information that the respondents provided, it respected their right to privacy, and no respondent was esteemed low.
- (iv) **The Principle of Justice:** There were no risks associated with conducting this research but there were benefits in youth with intellectual disability getting to know issues that affect them.



The following are ethical principles which guided the study:

**Ethical Clearance:** Ethical clearance was sought from University of Botswana Institutional Review Board. The Ministry of Youth Sports And Culture in Botswana was also consulted to approve the study.

**Disclosure:** In this study, participants were informed fully about the nature and purpose of the research, the procedures or interventions used and the expected benefits to participants or society.

**Informed consent:** The subjects were not coerced into participating in the research, the researcher before conducting the study sought the approval of the respondents; no respondent participated in the study unwillingly. the respondents were made to understand that their participation was voluntary and this was done by providing them with information about the study for them to make an informed decision on whether they want to participate or not.

**Deception:** Singleton and Straits (1999) point out that the most common deception involves misleading subjects or respondents about the purpose of the study. Participants were not deliberately misled in order to get information. The researcher identified herself as such to the respondents before collecting data and explained the purpose of the research to the participants.

**Withdrawal from investigation:** Participants were informed that they had the right to withdraw from the research at any time if they did not feel comfortable to continue.

**Confidentiality:** The researcher protected the right to privacy of the respondents by guaranteeing anonymity and confidentiality. The study also respected the respondents'

confidentiality by not revealing their names, in the report or in any way. The researcher used numbers to identify them but not their names.

**No harm to Participants:** The researcher ensured that during the study, there were no participants that got injured regardless of whether they volunteered for the study, for example, the researcher took into consideration not to reveal information that would embarrass respondents or put their lives in danger, or their friendships.

### **3.12 PROCEDURES FOR DATA ANALYSIS**

Data analysis involves organizing, accounting for, and explaining the data, in short, making sense of the data in terms of the participants' definitions of the situation, noting patterns, themes, categories and regularities (Cohen et al., 2007). This data must be organized and broken down into organized sections to determine important findings. According to Cooper and Schindler (2003) data analysis is the describing of data handling, preliminary analysis, statistical tests, computer programs, and other technical information.

There was use of different methods for analysing data as the study was of triangulation of methods. The Statistical Package for Social Sciences (IBM SPSS) version 24 was used to analyse data obtained. Prior to analysis of data, the researcher undertook data cleaning exercise which allowed the researcher an opportunity to spot and eliminate all errors and any related mistakes. The data cleaning exercise was carried out to increase the reliability of the data. Logistic regression analysis was used.

Logistic regression examines relationships among variables (Ary et al., 2010). Logistic regression assumes that there is a linear relationship among predictor variables and that the variables have normal distributions. Based on these assumptions logistic regression analysis was used due to its ability to isolate the relationships between variables and be able

to show those characteristics that might have had influenced the users satisfaction and those that were not significant (Ary et al., 2010). It was used to determine the relationship between facility performance and customer satisfaction.

There are two ways of analysing data thematically which are inductively or deductively (Creswell, 2014). With the inductive way the themes come out from the data gathered whereas the deductive way themes are theory driven and not predetermined by the researcher. For this study the deductive approach was more suited as the themes were derived from the researcher's theoretical understanding. Gay et al (2014) suggest that this method includes coding categorising and refining data. Content analysis was used to analyse data acquired through document analysis. This is to say the said documents were examined as relating to some parts of the interview (Ary et al., 2010).

### **3.13 SUMMARY**

This chapter depicted the methodology used in the study. It outlined the research design adopted, the population surveyed, the data collection methods applied, ethical considerations and procedure followed in analysing the data. The methodology used was considered to be appropriate by the researcher based on the justification made that methods used can do better in providing authentic and trustworthy results. For instance the study covered a large geographical area with a large sample population proportionate and representative. As a result descriptive and statistical methods were used to ensure accuracy. The explanation of every element of chapter three which was used with the sole intent to collect data for the study has also been specified so as to place the reader into perspective of how the data was collected and analysed.

## CHAPTER FOUR

### RESULTS

#### 4.0 INTRODUCTION

The results in this chapter are presented in two parts. The first part dealt with demographic data which reveals general information about the respondents while the second part addresses the objectives and hypothesis of the study. The results are presented in descriptive format, use of tables, charts and statistics.

#### 4.1 RESPONSE RATE

As indicated in the previous chapter, the sample size of this study is 434 users of the Integrated Sports facilities in Botswana. From the distributed 434 questionnaires, 405 completed questionnaires were collected representing a response rate of 93 percent. Table 2 shows the percentage of respondents to facility in the area, were 29.4% (119) for Masunga, while 26.9% (109) were for Molepolole, 23.5 % ( 95) were for Maun and 20.2 % ( 82) for Serowe.

*Table 2: Response rate per location*

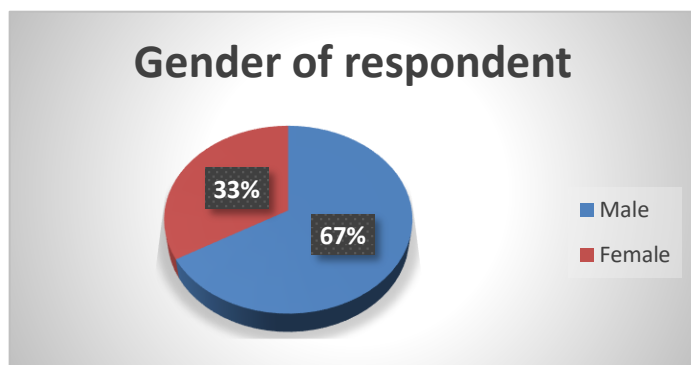
<b>Response rate</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Masunga	119	29.4	29.4	
Maun	95	23.5	23.5	
Molepolole	109	26.9	26.9	
Serowe	82	20.2	20.2	
				100
Total	405	100.0	100.0	

## 4.2 DEMOGRAPHIC DETAILS OF RESPONDENTS

This section describes the demographic profile of the respondents, including gender, age, and location of facility of the 405 respondents. The detailed information is explained as follows:

### 4.2.1 Distribution of respondents by gender

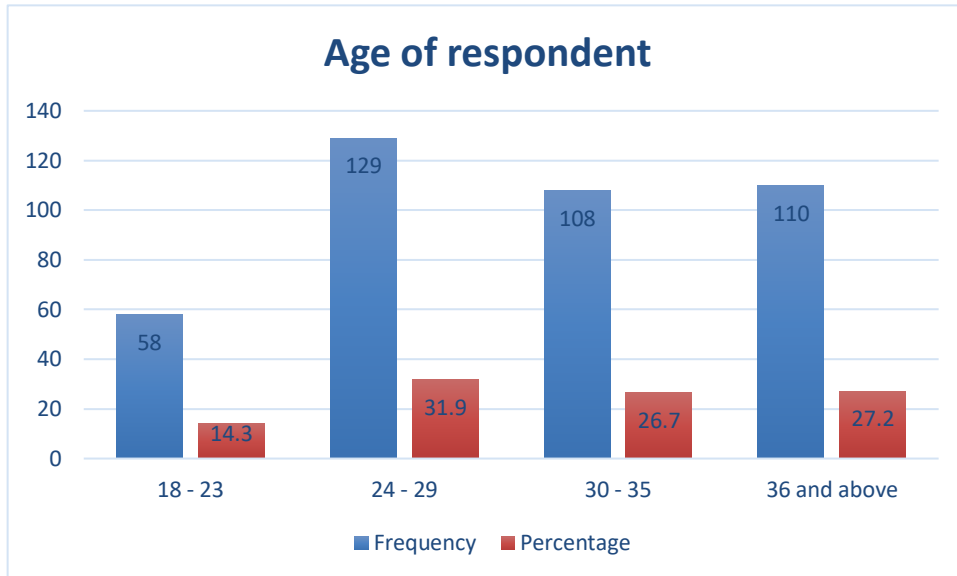
As shown in Figure 2, the percentage of male respondents was 67%, while the percentage of female respondents was 33%. The sample of respondents comprised more males (n=270) than females (n=135).



*Figure 2: Distribution of respondents by gender*

### 4.2.2 Distribution of respondents by Age

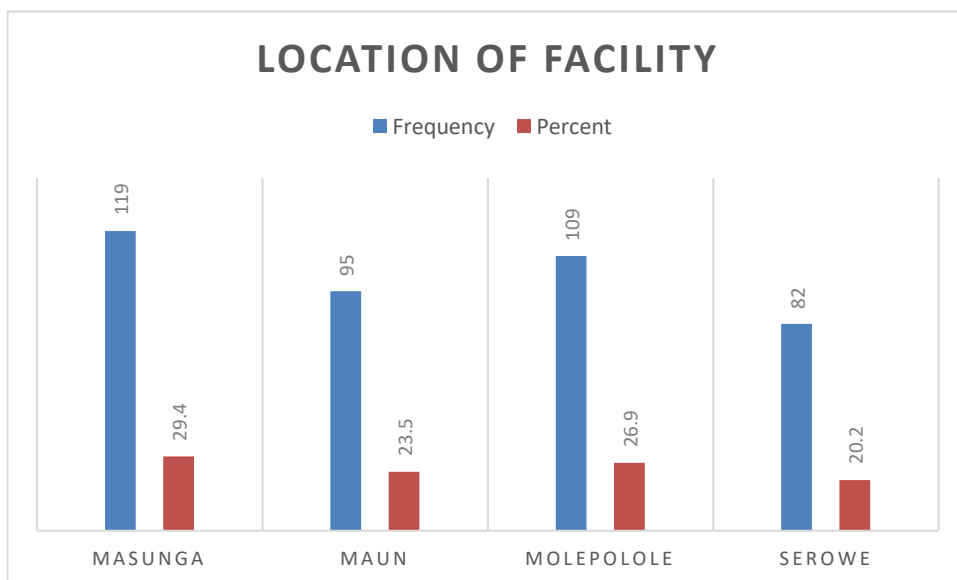
31.9% (n=129) of the respondents were in the 24-29 age group, followed by 27.2% (n=110) in the 36 and above age group while 26.7% (n=108) of the respondents were 30 - 35 years and 14.3% (n=58) of the respondents were 18 – 23 years as indicated in Figure 3. The demographic age profile of this study indicates that the 24 to 29 age group was the dominant group.



*Figure 3: Distribution of respondents by age*

#### 4.2.3 Distribution of respondents by location of facility

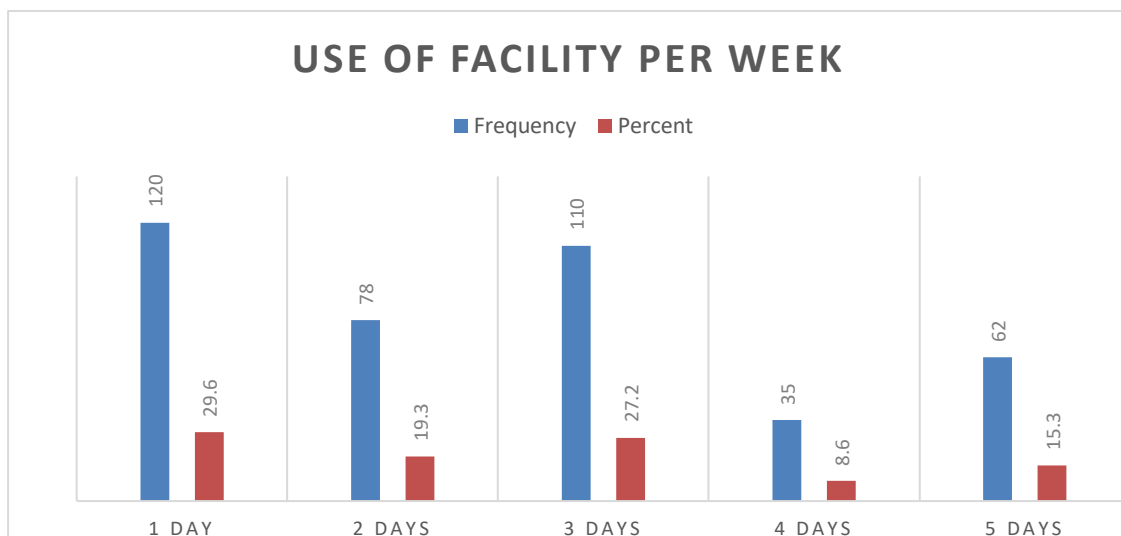
As shown in figure 4, show the percentage of respondents to facility in the area, were 29.4% (119) for Masunga, while 26.9% (109) were for Molepolole, 23.5% (95) were for Maun and 20.2% (82) for Serowe.



*Figure 4: Distribution of respondents by location of facility*

#### 4.2.4 Usage of facility per week

As shown on figure 5, 29.6% (120) of the respondents were using the facility daily, followed by 27.2% (110) used the facility 3 days in a week, 19.3% (78) used the facility 2 days in a week while 15.3% (62) used the facility 5 days and 8.6% (35) used the facility in 4 days within a week. These show that the facility is used 1 day in a week regularly.



*Figure 5: Usage of the facility per week*

### 4.3 DESCRIPTION OF THE DEPENDENT VARIABLE

The dependent variable of this study was the general perception towards performance of the Integrated Sport Facilities in Botswana. Each question/statement was Likert scaled (Likert, 1932) ranging from strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

#### 4.3.1 Analysis of the questionnaire

The research was on determining Performance measurement of the Integrated Sport Facilities in Botswana- customer's perspective. The following sections are comprehensive statistics of the original 17 statements with reference to customer service. All statements are measured on five-point scales ranging from "1=strongly disagree" to "5 strongly agree".

For analyzing quantitative data, in this section the findings of the study are presented according to the research questions. The study investigated the questions under the following heading:

### **Community Perspective**

**Question 1: Are community perspective factors significantly associated with customers' satisfaction with services in the integrated sports facilities in Botswana?**

**Table 3: Community Perspective (N=405)**

S/N	ITEM	SD	D	N	A	SA
5	Facility meets the needs of people they serve	31 7.7%	87 21.5%	49 12.1%	172 42.5%	66 16.3%
6	Facility is open to everyone	32 7.9%	88 21.7%	55 13.6%	117 28.9%	113 27.9%
7	Facility is conveniently located	23 5.7%	78 19.3%	58 14.3%	170 42%	76 18.8%
8	There is adequate parking for different users	24 5.9%	124 30.6%	34 8.4%	159 39.3%	64 15.8%

Source: Field Data 2018

The data reflected in table 3 revealed that the expectations and perceptions of respondents in this study in terms of the facility meets the needs of people they serve in excellent sport facilities: 31 respondents (7.7%) strongly disagree with the statement, 87 respondents (21.5%) disagreed, 12.1% (neutral), 42.5% (agree) and 16.3% (strongly agree). Over half of the respondents (58.8%) expect that sport facility meets the needs of the people in Botswana. However, the perception indicates that 12.1% were neutral.

The aim of statement 2 was to gain customers perceptions of the accessibility of the sport facility in their area, As shown in table 3, the perceptions of respondents were as



follows: 7.9% (strongly disagree), 21.7% (disagree), 13.6% (neutral), 28.9% (agree) and 27.9% (strongly agree). More than half of the respondents (56.8%) expect that sport facility is open to everyone in the community. However, the perception indicates that 13.6% were neutral.

The aim of statement 3 was to gain the customers perceptions of the convenience. The perceptions of respondents were as follows: 5.7% (strongly disagree), 19.3% (disagree), 14.3% (neutral), 42% (agree) and 18.8% (strongly agree). Although more than half of the respondents (60.8%) expect that sport facility is conveniently located in the country. However, the perception indicates that 14.3% were neutral.

The aim of statement 4 was to gain the customers perception of the adequate parking for users to the sport facility. The findings indicate that, 5.9% (strongly disagree), 30.6% (disagree), 8.4% (neutral), 39.3% (agree) and 15.8% (strongly agree) as shown in table 3. Although more than half of the respondents (55.1%) expect that adequate parking are available for the users in the community, the perceptions indicated that (36.5%) of the respondents were dissatisfied while (8.4%) of them were uncertain.

### Service Perspective

**Question 2: Are service perspective factors significantly associated with customers' satisfaction with services and quality in the integrated sports facilities in Botswana?**

**Table 4: Service Perspective Responses (N=405)**

S/N	ITEM	SD	D	N	A	SA
5	The facility is adequately serviced by public transport	49 12.1%	147 36.3%	6 1.5%	127 31.4%	76 18.8%
6	The facility is close enough to the target groups and type of transport they use	29 7.2%	156 38.5%	5 1.2%	175 43.2 %	40 9.9%
7	11.The facility is safe and secure in every respect	22(5.4 %)	81 20%	5 1.2 %	219 54.1 %	81

						20%
8	I feel safe during visits to the facility	19	77	6	216	87
		4.7%	19%	1.5%	53.3%	21.5%
9	The facility is accessibly and user friendly to all community groups	32	76	5	221	75
		7.9%	18.8%	1.2%	54.6%	18.5 %
10	Facility provides equal use to groups within the community	30	112		206	56
		7.4%	27.7%		50.9%	13.8%
11	The facility meets the requirements of users	53	174	3	147	28
		13.1%	43%	0.7%	36.3%	6.9%

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Source: Field Data 2018

The response to statement 5 indicated that sport administration lags in terms of the fulfillment of promises. The expectations to the statement in table 8 were as follows: 12.1% (strongly disagree), 36.3% (disagree), 0.2% (neutral), 31.4% (agree) and 18.8% (strongly agree). Less than half of the respondents (48.4%) disagreed with this statement. At the same time, it is interesting to note that the expectations of respondent showed that 0.2% were neutral.

Statement 6 aimed to assess whether the sport facility close enough to the end user. As shown in table8, the responses were highly positive. Less than half of the respondents were disappointed as 43.2% of the respondents disagreed with the statement. Moreover, the expectations indicated that 0.1% of respondents were not convinced.

The aim of statement 7 was to gain the respondent perceptions of the safety. The findings show the perceptions of respondents were as follows: 5.4% (strongly disagree), 20% (disagree), 0.1% (neutral), 54.1% (agree) and 20% (strongly agree). Although more than half of the respondents (74.1%) expected that the sport facility is safe and secure for the customer, the perceptions indicated that 25% of the respondents disagreed while 1.2% was neutral.

The aim of statement 8 was to gain the customers' perceptions as to whether they feel safe during visits to the facility. The perceptions of respondents were as follows: 4.7%

(strongly disagree), 19% (disagree), 0.1% (neutral), 53.3% (agree) and 21.5% (strongly agree). More than half of the respondents (74.8%) expected that sport facility is safe during visits while the perceptions indicated that 18.7% of the respondents were dissatisfied with 0.1% of them being neutral.

As evidenced from table 4, the percentage of “Neutral” responses for the expectations and perceptions were 0.1% and 18.8% respectively. While 54.6% of the respondents agreed or expected accessible of the facility and user friendly to all community groups, 18.5% strongly agree facility is accessibly and user friendly to all community groups.

The purpose of statement 10 was to assess whether facility provides equal use to group within the community. The respondents (27.7%) expressed difficulty in finding solution the above statement. As shown in Table 7, the perceptions to the statement were as follows: “Neutral” (0.1%), “Agree” (50.9%) and “Strongly agree” (13.8%).

The findings on the expectations and perceptions of the respondents to the facility meets the requirement of users reveal that, the “Neutral” scales and strongly disagree of the respondents were diminished, 0.1% and 13.1% respectively. Just below the half (43.2%) of the respondents support the statement, whereas 43% disagreed with this statement.

### **Utilisation Perspective**

**Question 3: Are Utilisation perspective factors significantly associated with customers’ satisfaction with services and quality in the integrated sports facilities in Botswana?**

**Table 5: Community Perspective (N=405)**

S/N	ITEM	SD	D	N	A	SA
16	The facility opens in time	25 6.2%	56 13.8%		196 48.4%	128 31.6%
17	Operation times suits the community	28 6.9%	65 16%		213 52.6%	98 24.2%
18	The hours of service are convenient	22 5.4%	67 16.5%	87 21.5%	143 35.3%	86 21.2%
19	The holding capacity is adequate during events	45 11.1%	140 34.6%	8 2%	167 41.2%	45 11.1%
20	The facility is well designed and fits every use	45 11.1%	188 46.4%		131 32.3%	40 9.9%
21	The facility fits the purpose for which they were built	62 15.3%	156 38.5%	7 1.7%	145 35.8%	35 8.6%

Source: Field Data 2018

The findings revealed the utilization of respondents in this study in terms of facility open in time. As shown from the table 5 above, 6.2% strongly disagreed and 13.8% disagreed, that is 20% of the respondents did not support the statement while 48.4% of them actually agreed and 31.6% strongly agreed with this statement.

With regards to operation times suiting the community, the findings revealed 52.6% of the respondents agree and 24.2% strongly agree to the statement while 16% of the respondents disagreed and 6.9% strongly disagree with the statement. The “Neutral” responses to this statement are 0.01%.

The findings regarding the item on convenience of service hours indicate that 3.4% of respondents strongly disagreed with the statement, 16.5% disagreed, 21.5% being neutral, 35.3% agreed and 21.2% strongly agreed with the statement.

As shown in table 5, the finding regarding adequacy of holding capacity during events revealed that, although 2% of the respondents were neutral as indicated by the “neutral”

responses, about 41.2% of the respondents agreed and 11.1% strongly agreed that the holding capacity is adequate during events. On the other hand 11.1% of the respondents strongly disagreed and 34.6% disagreed with the statement. The findings on the expectations and perceptions of the respondents to the item, facility is well designed and fits every use indicated that 32.3% strongly agreed and 9.9% agreed with the statement. Close to half of the respondents (46.4%) disagreed and 11.1% strongly disagreed with the statement.

The aim of statement 17 was to further estimate the facility fits the purpose for which they were built. The expectations to the statement were as follows: (15.3 %) of the respondents strongly disagreed and 38.5% disagreed with the statement, 1.2% respondents were neutral. On the other hand, 35.8% agreed and 8.6% strongly agree that the facility fits the purpose for which they were built.

#### **4.3.2 Data presentation and analysis related to the hypothesis of the study**

- *H1: There is no significant relationship between community perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.*
- *H2: There is no significant relationship between service perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.*
- *H3: There is no significant relationship between utilisation perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.*

The study tested three hypothesis using Pearson correlation coefficients to determine if there was a significant relationship between community perspective factors, service

perspective factors, utilisation perspective factors and customers satisfaction with quality services. To determine if they were statistically significant differences between independent variable and dependent variable predictors, Omnibus Tests of Model Coefficients, Model Summary and Variables in the Equation (Logistic regression) were used.

**Table 6: Case Processing Summary**

Unweighted Cases <sup>a</sup>		N	Percent
Selected Cases	Included in Analysis	405	93.3
	Missing Cases	29	6.68
	Total	434	100.0
Unselected Cases		0	.0
Total		434	100.0

a. If weight is in effect, see classification table for the total number of cases.

Table 6 shows that 29 variables were excluded from the analysis. The reason for this will have been that there was missing data relating to the community perspective factors.

**Table 7: Categorical Variables Codings**

		Frequency	Parameter coding		
			(1)	(2)	(3)
Age of respondent	18 - 23	58	1.000	.000	.000
	24 - 29	129	.000	1.000	.000
	30 - 35	108	.000	.000	1.000
	36 and above	110	.000	.000	.000

Finally we can see that, because there are four categories of customers base on their age respondent, three dummy variables have been created based on the response categories of 1 (18 - 23), 2 (24 - 29), 3 (30 - 35) and 4(36 and above). Thus, the reference category (36 and above) has values of zero (.000 in the table), zero, zero for each dummy variable. The '18 - 23' category has values of one (1.000 in the table), zero, zero, and so on.

### **Hypothesis 1**

Relationship between community perspective factors and customers' satisfaction

**NULL HYPOTHESIS=H<sub>0</sub>: There is no significant relationship between community perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.**

Alternative hypothesis=H<sub>a</sub>: There is a significant relationship between community perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.

Dependent variable: Community Perspective

Predictors: V5, V6, V7.V8

**Table 8: Omnibus Tests of Model Coefficients (CP)**

		Chi-square	df	Sig.
Step 1	Step	33.641	8	.000*
	Block	33.641	8	.000*
	Model	33.641	8	.000*

In order to predict a relationship a Chi-square procedure was performed using SPSS. As shown in table 8, The Chi-square value for this univariate model is statistically significant at .000\* ( $p < 0.05$ ). Therefore, there is less than a 5% chance that a Chi-square value this large would happen by chance alone. This is to say there is a significant relationship between community perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.

Therefore the null hypothesis that there is no significant relationship between community perspective factors and customers' satisfaction with services and quality is hence rejected. It is thus asserted that there is a significant relationship relationship between community perspective factors and customers' satisfaction with services and quality.

**Table 9: Model Summary (CP)**

Step	-2 Log likelihood	Log Cox & Snell R Square	Nagelkerke R Square
1	483.311 <sup>a</sup>	.080	.111

a. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.

In order to predict a relationship a logistic regression procedure was performed using SPSS. The model table 9 provides the R squared values. The R value represents the simple correlation and is .080. The R Square value (the Nagelkerke R Square column) which is .111 ( $p < 0.05$ ) indicates how much of the total variation in the dependent variable, community perspective, can be explained by the independent variable In this case, taking the Nagelkerke



R Square value, 1.1% of the of the total variation in the probability of having low customer satisfaction is predicted by the model (including services and quality as a predictor).

**Table 10: Variables in the Equation(CP)**

							95% C.I.for	
							EXP(B)	
	B	S.E.	Wald	df	Sig.	Exp(B)	Lower	Upper
Step	Age of respondent		13.111	3	.004*			
1 <sup>a</sup>	Age of respondent(1)	-.328	.377	.758	1	.384	.720	.344 1.507
	Age of respondent(2)	.743	.288	6.664	1	.010	2.102	1.196 3.694
	Age of respondent(3)	.043	.315	.019	1	.891	1.044	.563 1.936
	V5	.299	.102	8.513	1	.004*	1.348	1.103 1.648
	V6	.010	.119	.008	1	.931	1.010	.800 1.276
	V7	-.123	.094	1.696	1	.193	.884	.735 1.064
	V8	.090	.096	.890	1	.346	1.094	.907 1.320
	Perspective of Community	-.368	.224	2.696	1	.101	.692	.446 1.074
	Constant	-1.278	.587	4.734	1	.030	.279	

a. Variable(s) entered on step 1: Age of respondent, V5, V6, V7, V8, and Perspective of Community.

With respect to table 10, it shows from the model investigating the association between community perspective factors and customers' satisfaction with services and quality in the Integrated Sports Facilities that the odds ratio increases with the community perspective received customer's services for the sport facility use. For customer who received the following

service; Facility meets the needs of people they serve, Facility is open to everyone, Facility is conveniently located, There is adequate parking for different users who report received to be occasionally too hectic or fast, the *odds ratio* (Exp (B)) is 0.72. This odds ratio of 0.72 means that community are twice as likely to experience low customer service if they visit the facility. The odds ratio for low customer service increases to 2.10 for users visiting the facilities during the peak period, and to 1.04 for users receive good customer service. However, we can see from the table that only the association between facilities meets the needs of people they serve and customer of age 24 - 29 has statistical significance at .004\* ( $p < 0.05$ ).

## **Hypothesis 2**

Relationship between service perspective factors and customers' satisfaction

**NULL HYPOTHESIS=H<sub>0</sub>: There is no significant relationship between service perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.**

Alternative hypothesis=H<sub>a</sub>: There is a significant relationship between service perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.

Dependent variable: Service Perspective

Predictors: V9, V10, V11, V12, V13, V14, V15

***Table 11: Omnibus Tests of Model Coefficients (SP)***

		Chi-square	df	Sig.
Step 1	Step	80.273	11	.000*
	Block	80.273	11	.000*
	Model	80.273	11	.000*

In table 11, the Chi-square value for this univariate model is statistically significant at .000\* ( $p < 0.05$ ). Therefore, this means that there is less than a 5% chance that a Chi-square value this large would happen by chance alone. In short there is significant relationship between perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.

### **Hypothesis 3**

Relationship between utilisation perspective factors and customers' satisfaction.

**NULL HYPOTHESIS=H<sub>0</sub>: There is no significant relationship between utilisation perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.**

Alternative hypothesis=H<sub>a</sub>: There is a significant relationship between utilisation perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.

**Table 12: Model Summary (SP)**

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	432.294 <sup>a</sup>	.181	.251

a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

With regards to service perspective factors and customers satisfaction with service quality, the R and R Square values in table 12 indicate the simple correlation which is 0.181 (the Cox & Snell Column) which indicates a slightly weak positive linear correlation between service perspective factors and customers' satisfaction. The R Square value (Nagelkerke R

Square column) which is .251 indicates how much of the total variation in the dependent variable service perspective, can be explained by the independent variable. In short, taking the Nagelkerke R Square value, we can see that 2.5% of the variation in the probability of having low perspective factors is predicted by the model (including service and quality in the integrated sport as a predictor).

**Table 13: Variables in the Equation (SP)**

Step		B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I.for EXP(B)	
								Lower	Upper
1 <sup>a</sup>	Age of respondent			16.407	3	.001*			
	Age of respondent(1)	-.318	.393	.652	1	.419	.728	.337	1.574
	Age of respondent(2)	.993	.323	9.481	1	.002*	2.700	1.435	5.080
	Age of respondent(3)	.187	.358	.272	1	.602	1.205	.598	2.431
	Service of Perspective	.271	.111	5.972	1	.015	1.311	1.055	1.629
	V9	-.381	.159	5.729	1	.017	.683	.500	.933
	V10	-.066	.173	.146	1	.703	.936	.667	1.313
	V11	.182	.139	1.714	1	.190	1.200	.913	1.577
	V12	.841	.157	28.532	1	.000*	2.318	1.703	3.156
	V13	-.285	.114	6.275	1	.012	.752	.601	.940
	V14	-.147	.170	.746	1	.388	.864	.619	1.205
	V15	.074	.157	.222	1	.638	1.077	.792	1.464
	Constant	-2.795	.615	20.647	1	.000*	.061		

a. Variable(s) entered on step 1: Age of respondent, Service of Perspective, V9, V10, V11, V12, V13, V14, V15.

As seen from the model in table 13 investigating the association between service perspective factors and customers' satisfaction with services and quality in the integrated sports facilities the odds ratio increases with the service perspective received satisfaction for the sport facility use. The report received to be occasionally too hectic or fast the *odds ratio* (Exp

(B)) is 0.73. The odds ratio of 0.73 means that community are twice as likely to experience low customer service if they visit the facility. The odds ratio for low customer service increases to 2.7 for users visiting the facilities during the peak period and to 1.2 for users receive good customer service.

However, we can see from the table that only the association between service perspective factors meets the needs of people they serve and customer of age (24 – 29) has statistical significance ( $p < 0.05$ ) v9, v11, v12

*We can therefore conclude that service perspective factors is univariate associated with customer's satisfaction with services and quality in the integrated sport facilities in Botswana.*

*The association between service perspective factors and customers satisfaction is statistically significant.*

### **Hypothesis 3**

Relationship between utilisation perspective factors and customers' satisfaction.

**NULL HYPOTHESIS=Ho: There is no significant relationship between utilisation perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.**

Alternative hypothesis=Ha: There is a significant relationship between utilisation perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.

Dependent variable: Utilisation Perspective

Predictors: V17, V18, V19.V20, V21,

**Table 14: Omnibus Tests of Model Coefficients (UP)**

		Chi-square	df	Sig.
Step 1	Step	28.594	10	.001*
	Block	28.594	10	.001*
	Model	28.594	10	.001*

As shown in table 14 the Chi-square value for this univariate model is statistically significant at .001\* ( $p < 0.05$ ). Therefore, this is to say there is less than a 5% chance that a Chi-square value this large would happen by chance alone. In other words there is significant relationship between utilization factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana.

**Table 15: Model Summary (UP)**

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	364.921 <sup>a</sup>	.090	.124

- a. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.
- b.

With regards to utilisation perspective factors and customers satisfaction with service quality, the R and R Square values in table 15 indicate the simple correlation which is .090 (the Cox & Snell Column) which indicates a slightly weak positive linear correlation between service perspective factors and customers' satisfaction. The R Square value (Nagelkerke R Square column) which is .124 indicates how much of the total variation in the dependent variable utilisation perspective, can be explained by the independent variable. In short, taking the Nagelkerke R Square value, we can see that 1.2% of the variation in the probability of

having low perspective factors is predicted by the model (including service and quality in the integrated sport as a predictor).

**Table 16: Variables in the Equation (UP)**

		B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
								Lower	Upper
Step	Age of respondent			10.975	3	.012			
1 <sup>a</sup>	Age of respondent(1)	.051	.419	.015	1	.903	1.052	.463	2.391
	Age of respondent(2)	.865	.328	6.967	1	.008	2.375	1.249	4.515
	Age of respondent(3)	-.073	.366	.040	1	.841	.929	.453	1.905
	Utilization Perspective	.265	.121	4.785	1	.029	1.303	1.028	1.652
	V16	.082	.125	.429	1	.512	1.085	.850	1.385
	V17	.237	.135	3.079	1	.079	1.267	.973	1.650
	V18	-.006	.127	.002	1	.963	.994	.776	1.274
	V19	.100	.099	1.022	1	.312	1.105	.911	1.341
	V20	.009	.100	.008	1	.927	1.009	.830	1.227
	V21	-.183	.136	1.832	1	.176	.832	.638	1.086
	Constant	-2.571	.879	8.550	1	.003*	.076		

a. Variable(s) entered on step 1: Age of respondent, Utilization Perspective, V16, V17, V18, V19, V20, V21.

With respect to table 16, from the model investigating the association between utilization perspective factors and customers' satisfaction with services and quality in the integrated sports facilities increases with the utilisation perspective received customer's services for the sport facility used by community. The report received to be occasionally too hectic or fast the *odds ratio* (Exp (B)) is 1.1. This odds ratio of 1.1 means that facility users are twice as likely to experience low customer service if they visit the facility. The odds ratio for low customer service increases to 2.4 for users visiting the facilities during the peak period and to 0.93 for users receive good customer service.

*We can therefore conclude that the utilization perspective factors is not associated with customer's satisfaction with services and quality in the integrated sport facilities in Botswana. The association between service perspective factors and customers satisfaction is not statistically significant.*

#### **4.5 INTERVIEW OF FACILITY COORDINATORS**

This part presents the findings of the coordinators' views as relating to the perspective factors. The following are the factors that will be discussed: access and location, parking, access to local transportation, equal use, operation time convenience and holding capacity.

From the four ISFs only three facility coordinators who work full time at the ISFs were interviewed, all the coordinators had been in the facility for duration of over a year.

1. Would you say the facility adequately meet the varying needs of its diverse customers (taking into consideration access and location of the facility?)

In particular the majority responded, that is three of the four coordinators. The coordinators indicated that the facility was accessible and easy to reach. They also pointed out that the facilities meet the needs of the communities.

*The facility is located in the center of the village and most people can reach by foot not all needs are met but most of the community's needs are met as all have free access to the stadium.*

2. Is there adequate parking for all the different users? (inclusive of those with special needs)

The results show that the parking is not enough depending on the type of event and also did not have designated parking for people with disabilities. It can be concluded that there is need for more parking areas in these facilities.

*On a normal day the parking is okay though for large events most cars have to park outside. There is not enough designated parking for people with special needs and for cyclists*



3. Do you think the facility is serviced by public transport? (combis, taxis)

The interviewees proved that the facility was accessible by use of local transport. They noted that the facility users are at an advantage of using the transport routes that passed right in front of the facilities hence no need for special transport under normal circumstances.

*The taxis and combis have routes that reach the stadium*

4. Does the facility provide equal use to the different groups within the community? (Mention the groups' special needs, elderly, young etc.) And how do you tell the kind of users?

In reference to the issue of provision of equal use to the community groups, the coordinators expressed that the facility was available for use by every member of the community. They stated that at times there are bookings hence the ordinary community would not be allowed to use the facility during those times. All the coordinators noted that apart from records for booking, one way of ensuring or tracking use was by recording the visiting users on a daily base. This though had not been consistent as the coordinators relied on the security guards to help with tracking use.

*Yes everyone who needs to use the stadium is allowed as long as proper arrangements are made though priority is always given to league teams.*

*There is a record book at the gate kept by security where people write their names but it does not state the kind of users.*

5. Would you say the facility is well designed, meets the requirements of users and benefits every community use (if applicable give scenarios e.g. Schools sports, teams)

A feature that was also highlighted was that the facility was well designed only to a certain extent. The coordinators also stated that the seating was not comfortable especially the concrete seating. It was highlighted that the facility benefited different users in the community.

*Yes, somehow the facility is well designed mostly the track and soccer field. It has seating but has its own problems such no shading and lack of seating for the basketball, netball and tennis.*

*Most of the time, the stadium befits most of the community uses such as school activities, community celebrations and competitions.*

6. When does the facility open? (If applicable operation times) and do you feel the hours of operation are convenient? (if applicable scenarios of both the coordinator and the user)

With respect to the issue of operating times, the coordinators revealed that the facilities operated as per the government working times and also that the facilities remained accessible after working times during which the coordinators are not available.

*The facility offices are open at half past seven in the morning to half past four in the afternoon which is according to government operating times. The security is always available to open for the community especially after working hours*

*Yes the operating times are good for the coordinators as they are aligned to working hours but pose a problem in assisting and supervision of use after hours as there is no overtime and are not convenient for the ones who want to train in the morning before works.*

7. Is the holding capacity of the facility adequate during events/usage?

The coordinators pointed out that the holding capacity was usually enough only for smaller events. They stated that due to the nature of the way the facilities were designed the holding capacity favored some parts of the facility.

*For most local events the holding capacity is okay on the side of the football and athletics track. It is only during some national events that the stadium cannot hold a bigger number of people events such as independence celebrations, football league games and some church events.*

8. How can usage of the facility be improved?

Several features were revealed by the coordinators which are believed to be ways that could improve the facility use and provision of good services. The coordinators said:

*Providing seating benches for the courts that do not have and building shades for the track and football field area. The availability of the coordinator after hours can also help.*

*They should be providing different entrances to the stadium so that events can run concurrently.*

#### **4.6 REPORT FROM THE OBSERVATION**

Observations were carried out by the researcher to ascertain presence of some aspects in the sports facilities. Observations focused on the accessibility, location of facility, accessible and adequate parking, and the security of users, operation times and holding capacity. The observation was carried out in three of the four ISFs without any interruptions and the objective was achieved. The researcher had an opportunity to observe these facilities and the results of the observations were recorded as follows;

- **Accessibility and location of the ISFs**

The Integrated Sports Facilities are placed regionally. That is central Region (Serowe), North Eastern Region (Masunga), Southern Region (Molepolole) and Western Region (Maun). In these areas the facilities are located in a catchment village that is seen as a feeder to other villages around it. The ISFs are in areas easy to reach and it was clear that even the public transport had routes to the facility or passing by which made it easier for the community especially those who could not walk. The Masunga stadium though it was closed, it differed a bit as there were no routes to the area hence the people having to hire special taxis which required more than the public transport fares. It was also evident that

the facilities were accessible to everyone as different age groups were seen frequenting the facilities.

- **Accessible and adequate parking**

The parking areas were relatively smaller with 20-30 spaces. Although the four ISFs were designed the same with inside parking, the parking areas were a little different. Both the facilities had inadequate parking space as the inside parking seemed to be enough only for the staff and a few visitors. This resulted in the users having to find alternative parking outside the facility. The Molepolole ISF had some marked parking just outside the gate along the facility security wall. There was no parking area specially marked for those with special needs such as wheelchair users. All the facilities did not have parking for cyclists as it was observed that those with bicycles either tied them to lamp posts or left with the security placed at the entrance.

- **The security of users**

The facilities all had security workers who worked on two shifts. The day shifts ran from 0600 hours to 1800 hours while the night shift picked up from 1800 hours to 0600 hours. Each shift had two security guards. The security guards were placed at the gate to let people in and out of the facility. It was also the duty of the security guards to keep record of the visitors to the facility. During some events held at the facilities it was observed that the event owners provided extra security for the people during their stay at the facilities. Some even went to the extent of hiring security for keeping an eye on the spectators vehicles parked outside during events.

- **Operation times**

The facility operating times for the staff was 0730hours to 1630hours. Though the staff operated as per the public service operating times, the researcher observed that the facilities were accessible to the community as early as 0600hours the time which the security personnel were available to open the gates. It was different for the Masunga facility. Even though the security personnel were there, the community was not allowed inside the facility as it had been locked down. It was also observed that after hours the users were alone in the facility carrying out their daily fitness activities. The coordinators were not available for assistance and monitoring during these times. This could be because the coordinators did not have any overtime arrangements hence operating as per the stipulated times.

- **Seating and holding capacity.**

All the facilities had basketball, netball, volleyball, and tennis courts, softball pitch, football field and athletics track. The researcher observed that in all the Integrated Sports Facilities, there was a problem of seating. The softball pitch had concrete seating which could hold about 800 people when squeezed together. The seating was a semi-circle concrete block and had no shading. The benches also for the teams were concrete and had a little shade. The netball, basketball volleyball and tennis courts did not have any seating. The seating at the track and football field seem to have better seating in the whole of the facilities. The seating comprised of one shaded stand which had plastic seats mounted on the concrete block and the rest of the seating were the same as those found at the softball field. This part of the facility accommodated about 6000 people. During some events the researcher observed that the holding capacity was way too small. There were

instances during the observation that a lot of the spectators had to stand during events. In Molepolole it was observed during league games the stadium was so full a lot of people could not even find standing space. This could have been because the facility was close to the capital city hence a lot of supporters being able to attend the games. It was observed though that on a normal day the holding capacity was enough.

#### **4.7 REPORT FROM ANALYSIS OF DOCUMENTS**

The documents to be assessed included records of users of facilities, schedule of events, standards to confirm the usage and also management records such as policies, strategic plans and annual reports and any other available documents for the running of facilities. The coordinators availed the standards document, the vision and mission statements were also available. In all the four ISFs there was evidence that a record for those visiting the facility was produced though it was evident that it was not updated. There were also annual schedules of events as per facility though the schedule showed only the times the facilities were used for league games. This could have been because most booking bade were for the use of the track and football field. The annual report was not availed to the researcher as the coordinators pointed out they submitted to their heads.

#### **4.8 SUMMARY OF THE FINDINGS**

Three hypothesis were tested using pearson correlation coefficients to test the relationship, independent t test and ANOVA to test if significant differece existed between or within the appropriately selected independent variables. Descriptive analysis was also employed in the form of percentages, means, and standard deviations to determinethe users level of satisfaction in Botswana Intergrated Sports facilities. The findings are summarised as per statistics used.

The **descriptive statistics** from the item percentages shows that the users of the Intergrated Sports Facilities in Botswana are satisfied with the services and quality of the facilities.

The results of **Tests of Model Coefficients** reveal that the Chi-square value for this univariate model is statistically significant and therefore leaving less (5%) possibility for the Chi-square this big to occur by chance alone. The variable predictors of the community perspective under hypothesis 1, the variable predictors of the service perspective under hypothesis 2 and the variable predictors of the utilisation perspective under hypothesis 3 had a significant relationship towards customers' satisfaction with services and quality.

Results of the **Model Summary** reveal that under **hypothesis 1** for the test of variance, Nagelkerke R Square value indicate how much of the total variation in the dependent variable, community perspective, can be explained by the independent variable. In this case 1.1% of the total variation in the probability of having low customer satisfaction is predicted by the model (including services and quality as a predictor) the alternative hypothesis is accepted therefore rejecting the null hypothesis.

Results of the **Model Summary** reveal that under **hypothesis 2** for the test of variance, Nagelkerke R Square value indicate how much of the total variation in the dependent variable, service perspective can be explained by the independent variable. In this case that 2.5% of the variation in the probability of having low perspective factors is predicted by the model (including serving and quality in the ISF as a predictor). The alternative hypothesis is accepted hence rejecting the null hypothesis.

Results of the **Model Summary** reveal that under **Hypothesis 3** reveal that for the test of variance, Nagelkerke R Square value indicate how much of the total variation in the

dependent variable, utilisation perspective, can be explained by the independent variable. In this case 1.2% of the total variation in the probability of having low customer satisfaction is predicted by the model (including services and quality as a predictor). The null hypothesis is therefore rejected hence accepting the alternative hypothesis.

The results of model and **Variables in the Equation** indicate that in **hypothesis 1** the users are twice as likely to experience low customer service if they visit the facility. Therefore conclusion is drawn that community perspective factors is univariate associated with customer's satisfaction with services and quality in the integrated sport facilities in Botswana hence the null hypothesis is rejected.

Results of the **Variables in the Equation** further reveal that in **hypothesis 2** the users are twice as likely to experience low customer service if they visit the facility. Therefore conclusion is drawn that service perspective factors is univariate associated with customer's satisfaction with services and quality in the integrated sport facilities in Botswana hence the null hypothesis is rejected.

The results of the **Variables in the Equation** indicates that in **hypothesis 3** the users are twice as likely to experience low customer service if they visit the facility. Therefore conclusion is drawn that community perspective factors is univariate associated with customer's satisfaction with services and quality in the integrated sport facilities in Botswana hence the null hypothesis is rejected.

The **interviews** results showed that the ISFs are being used though there are some constraints facing the facilities hence resulting some unhappy customers and underutilized facilities. The interview revealed that the facilities were all placed at advantageous locations for those who use them. A conclusion was drawn from the interview that though most of the



users were satisfied with the services provided and the facilities themselves a lot of consideration and review is needed on the current design of the facilities.

Finally, **observations** confirmed that indeed the ISFs were accessible to the whole community in terms of transport used and the fact that they were operated on times that the community could access them.

## **CHAPTER 5 DISCUSSIONS FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.0 INTRODUCTION**

This chapter presents the discussions, conclusions and recommendations of the study. The focus of the study was to determine the performance of sports facilities by examining the relationship between the community perspective factors, service perspective factors, utilization perspective factors and customers' satisfaction with services and quality in the Integrated Sports Facilities in Botswana. For this study a conceptual framework was used to determine the relationship.

### **5.1 DISCUSSION OF RESULTS**

The findings are presented in terms of their relation to each of the relevant research hypothesis.

#### **5.1.1 hypothesis 1**

**There is no significant relationship between customer perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana**

The revelation by the descriptive statistics is that the majority of facility users are satisfied with the services and quality in the Integrated Sports Facilities in Botswana. This was indicated by item percentages which were good indicating higher satisfaction. Hence the percentages of those who strongly agree and agree as a measure of level of satisfaction showed that they had higher percentages. Comparison between the dependent variable predictor community perspective factors and satisfaction with facility were highly rated by the users. Past studies that attempted to use the SBS model (Brackertz & Kenley 2002, Brackertz 2006; Jiboye, 2011) also confirmed that the community perspective factors and satisfaction of users can be used as a way of assessing facility performance hence the

conclusion that users' satisfaction determined the performance of a facility. That is to say, high user satisfaction means that the facility is performing very well in terms of service provision. The users of the integrated sports facilities in Botswana revealed that they were satisfied among other services with location and accessibility of the facility. The study also revealed that the male and group ages of 18-29 years were more satisfied with the services as compared to their female counterparts.

These results tally with Ampofo-Boateng (2009) who found that the males were more satisfied with the sports facilities than the females and also that the age group 18-25 years which comprised mostly of college students and graduates recorded the highest level of satisfaction. Also Basuti and Akpata (2013) concluded that though the population constituted of both male and females the results suggested that there were more males than females using the facility. On the other hand, the findings of the current study contradicts study conducted by Yoshida and James (2010) which showed that relating to age, more than one-third of the subjects were in the 30–39 age range.

Respondents were also positive and satisfied with the expectations that the facility is open to everyone. This was revealed by the different age groups, gender and also use of facility for different purposes. That is relative to the level of expectation expressed, more than half (56.8%) were either satisfied or very satisfied. On the other hand, 61% showed appreciation that sport facility is conveniently located in the country. Furthermore these findings are supported by Yoshida and James (2010) as the same study indicated that the location of the stadium did play an influential part in significantly influencing usage. In conclusion then this ensures that the users can be satisfied by the accessibility to these facilities and not face barriers to entry or usage by high pricing due to government subsidy on the facilities. Past studies that have attempted to validate the SBS model (Brackertz 2006b;

Brackertz, Burke & Kenley 2003; Brackertz & Kenley 2000, 2002a) have shown that these factors remain applicable across cultures and geographic borders as users would be satisfied with the location if it was accessible to them and did not cost them to reach a facility.

A conclusion can be drawn from the aforementioned discussion of results that there are differences between satisfaction levels with services by users in Botswana ISFs and those of other countries. An example can be the majority of users rated highest on convenience of location as compared to other items. Although more than half the respondents showed high satisfaction, some showed dissatisfaction or remained neutral. This lack of satisfaction could be attributed to geographical location or standard of development in a country. For instance these sports facilities are less developed in comparison to those in the European countries. Therefore, an example could be cited that some of the sports facilities in Botswana may be located far and also less developed hence smaller parking space. In some instances dissatisfaction could be due to precedence of use of facility for instance whereby other users are denied use to make way for the other. In the case of Botswana ISFs when the football stadium is in use, the other users such as basketball, volleyball and netball will not be allowed to use the facility.

Interviews also supported that they availed the facility to everyone and that all age group had free access to the facility though most of the time it was the male who frequented the facility more than the females. The researcher also observed that there was no discrimination when it came to accessing the facility. It was also observed that some of the users were not happy with treatment by the coordinators. This could be because at times the coordinators had to give precedence to the league teams which meant other codes would not be happy with the decision. The coordinator could have in most cases have been informed by bookings and informed by the decisions from the Botswana National Sports Commission. It

can then be concluded that users can be used to determine the performance of a facility as it had been shown that a satisfied customer is bound to return to the service. It is then upon the facility personnel to retrospect and introspect on provision of their services to keep the users satisfied while enhancing their facility's performance.

### **5.1.2 hypothesis 2**

#### **There is no significant relationship between service perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana**

In comparison of the overall percentage for users in Botswana ISFs regarding satisfaction with service perspective factors, the statement feel safe during visits to the facility was rated highest as compared to the other factors. In more practical terms it was noted from the study that the users expressed high satisfaction on all the items of the service perspective except the item the facility meets the requirement of users. The users indicated dissatisfaction by rating highest 56.1% on strongly disagreeing/disagreeing with the item. These present findings are in line with previous findings in a study in which attendants to an event at a baseball stadium felt the facility was excellent and that they would come back anytime. In another study (Beyrami & Najafzadeh, 2015), the findings pointed out that quality of services is one of the most important requirements leading to satisfaction of spectators and their attention to be present in soccer matches.

As indicated earlier, the results reveal being satisfied with aspects such as usage rate, visitation services and community sectors just as the original SBS model also spells out these factors to be determinants of facility performance. According to Liu, Taylor and Shibli, (2007), this is the perspective that represents the extent to which users are satisfied with attributes of the facility and how important these attributes are to them. These may include usage and visitation services and may be legitimate performance indicators.

In addition facility users in Botswana have shown high satisfaction as more than half the respondents agreed that the facility is adequately serviced by public transport. Therefore some scholars assert that long travels to a facility may result in unsatisfied customers. That is to say users would frequent a facility that would not require extra costs such as transportation Kung and Taylor (2014). Respondents were also positive and satisfied with the expectations that the sport facility is close enough to the end user as 53.2% rated highly on strongly agree and agree.

The results show that there is a significant relationship between the service perspective factors and satisfaction with services. In other words a facility performance predicted through the service perspective factors is highly associated with satisfaction of a user on services and quality. On the contrary, according to the SBS model, Brackertz and Kenley (2002) asserted that the performance of a facility can be determined by the satisfaction of the users and not only financially, thus implying that the two variables had a significant relationship. The findings may also be attributed to the area of study or what is being studied on the current situation.

Results from the Tests of Model coefficients confirm that facility users in different locations have the same level of satisfaction with services. Hence this also shows that they view satisfaction with services equally the same. It can therefore be concluded that the performance of the integrated sports facility in Botswana can be determined by satisfaction of the users as is the aim of the conceptual framework model's major concern. These present findings are in agreement with previous studies (Oman et al., 2016, Eun & Lee, 2013) whose results showed service quality as a high determiner of customer satisfaction.

However there is evidence from other fields that a facility's security may influence how one feels about it. For instance results from a study, (Eun & Lee, 2013) demonstrated

that safety services had a significant outcome on citizen satisfaction. The study also showed the female consumers were mostly concerned with the security services prepared hence sensitively responsive to their accompanying children's satisfaction. Interviews also confirmed that there is likelihood of dissatisfaction which mostly results mostly from the decision to prioritise use which usually leaves out other users feeling that they are not given equal use. It was also observed by the researcher that in such instances, the football fraternity was always given priority over other codes like basketball, softball and tennis hence dissatisfaction of users. A conclusion is drawn for this study based on the adapted SBS model that the performance of a facility can also be determined by the users' satisfaction with services.

### **5.1.3 hypothesis 3**

**There is no significant relationship between utilization perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana**

The findings from the present study indicate that generally the users are satisfied with the utilisation of the facilities even though there were some lower percentages that showed that improvement was a need on the utilisation services. Results show that the users are satisfied with aspects of suitability and operation times accorded to them through the integrated sports facilities in Botswana. These were revealed by the item percentages which were high indicating high satisfaction and high percentage number of users stated being satisfied with the services compared to the number of those who are dissatisfied. This is consistent with the aim of the Adopted SBS model (figure 1) as previously mentioned that hours of use of the facility and may have effects on users' satisfaction which in this case is in turn a determiner of the outcome which is performance of the facility. Among the six

utilisation perspective items, the item on convenience on hours of service and adequacy of holding capacity presented marginally low satisfaction with percentages just above half. The interview also revealed the same sentiments of the responses from the questionnaires that there users were unhappy with hours of service and holding capacity. However, according to the original SBS model by Brackertz *et al.*, (2002), and also a study carried out Tan and Pyun (2015), a user's satisfaction with service quality and access in terms of hours open/closed are key determinants of use performance of a facility.

The users of the Integrated Sports facilities in Botswana revealed that they were not satisfied with the design and purpose for which they facility was designed. This was indicated by over half of the users rating of the items. The dissatisfaction could be a result of the nature of the facilities as the ISFs are multipurpose meaning different sports codes courts in one facility yet the facility could not hold different sport code events at the same time. This is in contradiction with spectators or users in other countries as they have facilities for specific sports such as soccer, (Athanasopoulou *et al.*, 2012 and Beyrami & Najafzadeh, 2015), professional golf, (Lambrecht, Kaefer, & Ramenofsky, 2009), baseball (Brady, & Baker, 2002; Wakefield & Blodgett, 1994) and basketball (Cant & Wiid, 2012).

As observed there is a clear indication that the majority of the sports facility users in Botswana are satisfied by the services offered. This also gives an indication that some sports facility users in some countries may be less satisfied than those in Botswana integrated sports facilities. With regards to these sentiments, Karna and Julin, (2015) asserts that the smart move away from multi-purpose stadiums into intimate, baseball-only facilities led to a more satisfied client.



Literature further show that builders of newer facilities, attempted to improve the condition of the facilities (Ferenandes & Neves, 2014). This was so as to retain the user as the study showed that a satisfied client was likely to return to the facility.

## 5.2 SUMMARY

The population of the study consisted of (n=1578) daily users and service providers from the four ISFs in Botswana. The survey was based on four hundred and forty users (N=440) randomly selected out of the total population on proportional representation to participate in the study. The hypotheses were tested at a 0.05 level of significance.

The following null-hypotheses were tested:

- There is no significant relationship between customer perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana
- There is no significant relationship between service perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana
- There is no significant relationship between utilization perspective factors and customers' satisfaction with services and quality in the integrated sports facilities in Botswana

A self-developed close ended 5-point Likert scale questionnaire as a data collection tool was used in this study. The Statistical Package of Social Sciences (SPSS) vision 24 was used to analyse the hypotheses. The alpha (significance value was set at 0.05, to test at the 5% level. Data for demographic variables and item responses were analysed using descriptive statistics such as frequencies, percentages, means and standard deviations. Logistic regression was used to determine the relationship between several predictor variables of the dependent variable with independent variable Customer satisfaction. The study found:-

- Significant relationship among the perspective factors and users of the ISFs in Botswana.
- Significant gender difference in use of facility.

- The dependent variable predictor community perspective factors were significantly related to customer satisfaction.
- The dependent variable predictor Service perspective factors and customers' satisfaction with services and quality were significantly related
- The dependent variable predictor Utilisation perspective factors and customers' satisfaction with services and quality were significantly related.

The findings of the study have also shown that;

The independent variable customer satisfaction had a positive linear relationship with the community perspective factors.

With regards to service perspective factors and customers satisfaction with service quality, there is a slightly weak positive linear correlation between service perspective factors and customers' satisfaction.

With regards to utilisation perspective factors and customers satisfaction with service quality, there is indication of a weak positive linear correlation between service perspective factors and customers' satisfaction.

### **5.3 CONCLUSIONS**

- Based on the findings the following conclusions are made:-
- Demographic profile significantly has influence on users' satisfaction in Integrated Sports Facilities in Botswana.
- Users' satisfaction with the community perspective factors has an influence on a facility's performance in terms of service delivery.
- Users' satisfaction with service perspective factors has an influence on a facility's performance in terms of service delivery.
- Users' satisfaction with utilisation perspective factors has an influence on a facility's performance in terms of service delivery.

## **5.4 RECOMMENDATIONS**

The sports facility performance evaluation indicators should be developed for the Botswana Sports facilities which haven't been operating well despite the findings showing the users high satisfaction. That is to say, even though the users showed high satisfaction with sports facilities there is still need to improve in some areas of ISFs.

## **5.5 SUGGESTIONS FOR FUTURE RESEARCH**

- Future research should expand this line of research through mixed method research, as well as including the managers and coordinators in the study concerning the use of the sports facilities
- Furthermore, future researchers should look at the effects Having Integrated Sports facilities of use and effective performance of the facility.
- The study dealt with three of the SBS perspectives and so for future research needs to include all perspectives of facility performance indicators.

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## APPENDIX A-Informed consent form -English

### PROJECT TITLE:PERFORMANCE MEASUREMENT OF INTEGRATED SPORTS FACILITIES IN BOTSWANA- CUSTOMERS' PERSPECTIVE.

Principal Investigator **Sibonginkosi Talu Kwelegano**, [M. Ed.]

Phone number(s): 71214626 / 74232325

#### What you should know about this research study:

- We give you this informed consent document so that you may read about the purpose, risks, and benefits of this research study.
- You have the right to refuse to take part, or agree to take part now and change your mind later.
- Please review this consent form carefully. Ask any questions before you make a decision.
- Your participation is voluntary.

**PURPOSE:** You are being asked to participate in a research study of **DETERMINING THE PERFORMANCE OF INTEGRATED SPORTS FACILITIES IN BOTSWANA BY EXAMINING THE RELATIONSHIP BETWEEN THE COMMUNITY PERSPECTIVE, SERVICE PERSPECTIVE, UTILIZATION PERSPECTIVE AND CUSTOMERS' SATISFACTION WITH SERVICES AND QUALITY OF FACILITY.**

The purpose of the study is to contribute to the knowledge of how the facility provides services and quality and its use and management. You were selected as a possible participant in this study because you use the facility on regular basis and are the right person to give information about the services you get. Before you sign this form, please ask any questions on any aspect of this study that is unclear to you. You may take as much time as necessary to think it over.

#### **PROCEDURES AND DURATION**

If you decide to participate, you will be invited to complete a questionnaire. Most questions require that you simply check the appropriate box for the response that most accurately represents your feelings. It will take you roughly 20 minutes to complete this survey which should be completed all at once, and your help is greatly appreciated.

I would like to thank you in advance for your time and cooperation.

#### **BENEFITS AND/OR COMPENSATION**

There are no foreseen direct benefits to you regarding participation in this study beyond the general knowledge that you are assisting in furthering the knowledge related to this research topic, and assisting the researcher in completing the M.ED degree requirements. There is no compensation associated with participation in this study.

#### **RISKS AND DISCOMFORTS**

Should you at any time before or during the process of completing the questionnaire feel the need to discontinue for any reason, you are free to do so as participation is voluntary.

#### **CONFIDENTIALITY**

The data from this investigation will be for scholarly purposes only and none of these will be used for commercial use.

#### **VOLUNTARY PARTICIPATION**

Participation in this study is voluntary. If you decide not to participate in this study, your decision will not affect your future relations with the University of Botswana, its personnel,

and associated institutions. If you decide to participate, you are free to withdraw your consent and to discontinue participation at any time without penalty. Any refusal to observe and meet appointments agreed upon with the central investigator will be considered as implicit withdrawal and therefore will terminate the subject's participation in the investigation without his/her prior request. In this event the subject will be paid what is owed to him/her or forfeit a proportionate amount of relative payment mentioned earlier in this document. In the event of incapacity to fulfill the duties agreed upon the subject's participation to this investigation will be terminated without his/her consent and no compensation will be offered under these circumstances.

### **AUTHORIZATION**

You are making a decision whether or not to participate in this study. Your signature indicates that you have read and understood the information provided above, have had all your questions answered, and have decided to participate.

\_\_\_\_\_  
Name of Research Participant (please print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Staff Obtaining Consent  
(Optional)

\_\_\_\_\_  
Date

### **YOU WILL BE GIVEN A COPY OF THIS CONSENT FORM TO KEEP.**

If you have any questions concerning this study or consent form beyond those answered by the investigator, including questions about the research, your rights as a research participant; or if you feel that you have been treated unfairly and would like to talk to someone other than a member of the research team, please feel free to contact the Office of Research and Development, University of Botswana, Phone: Ms Dimpho Njadingwe on 355-2900, E-mail: research@mopipi.ub.bw, Telefax: [0267] 395-7573.

**APPENDIX B-Informed consent form -Setswana**

TETLA YA GORE O NNE MOTSA YA KARALO MO DIPATLISISONG

**PATLISISO: PERFORMANCE MEASUREMENT OF INTEGRATED SPORTS FACILITIES IN BOTSWANA- CUSTOMERS' PERSPECTIVES.**Mmatlisise mogolo: **Sibonginkosi Talu Kwelegano, [M. Ed.]**

Mogala: 71214626/74232325

**Tse o tshwanetseng go di itse ka patlisiso e**

- Pamapiri e, e tshalosa mosola wa patlisiso e le ditlamorago tse di lebaganyeng go tsaya karolo mo go yone.
- Ga o patelediwe go tsaya karolo mo patlisisong e.
- O na le tshwanelo ya go gana kopo e, go dumalana go nna bontlha bongwe jwa yone kana go tsaya tshwetso morago.
- O kopiwa go bala o bo o tlhologanya se se mo pampitshaneng e ka botlalo, le go botsa dipotso pele o tsaya tshwetso.

**MAIKAELELO**

O kopiwa go tsaya karolo mo patlisisong e, e e itebagantseng le go leka **GO BATLISISA MAIKUTLO A BADIRISE BA MABALA A METSHAMEKO A LEFATSHE LA BOTSWANA**. Mme o rotloedwa gore pele ga o dumalana le se se akarediritsweng mo pampitshaneng e, o bo o tlhologantse gotlhe mo go amanang le patlisiso e ka botlalo.

**DITSAMAISO LE SEBAKA SA PATLISISO**

Fa o dumalana go tsaya karolo mo patlisisong e, o tla amogela tlaetso ya go tsenelela ditshekatsheko kolefelong le le tlaabong le dumalanwe.

Mme tshekatsheko e e tlaabo e itebagatse le go tlhatlhobatsa di latelang; Kalo ya tiriso ya mabala a metshameko- maikutlo a modirisi. Gotlhe mo o tlaa tsaya metsotso e masome mabedi go dirwa.

**BODIPHATSA**

Dipatisiso tse ga dina bodiphatsa bope.

**SEPHIRI**

Maduo a dipatisiso a tlaabo a siretsegile ebile gagona go dirisiwa maina a motsaya karolo. E tlaa re morago ga go wediwa gapatlisiso e, bosupi jotlhe jo bo batsaya karolo bo tlaa senngwa. Patisiso e gaE amane gope le go dira madi kana le kgwebo. Ga gona ope yo o sa tlhomamisiwang go tsamaisa dipatlisiso tse yoo ka nnang le tshono ya go bona maduo a batsaya karolo.

**GO TSAYA KAROLO MO PAPTITISONG**

Botlhe ba ba dumalaneng go tsaya karolo ga ba patelediwe go tsena, ebile le ba ba tseneng ba bo ba tlogela mo tseleng ga bana go ama botsalano le tirisanyo mmogo ya bone le mmatlisise kana le sekolo. Ebile batsaya karolo ba itsesewe gore ba ka emisa go tsaya karolo nako nngwe le nngwe fa ba batla go sena kotlhao epe.

**TLETLA YA GO TSAYA KAROLO**

Ke le \_\_\_\_\_, ke dumela go tsaya karolo mopatlisisong e, mme ebile ke dumela gore ke tlhologantse tsotlhe tse di amanang le go tsaya karolo game.

\_\_\_\_\_ Monwana wa motsaya karolo \_\_\_\_\_ Letsatsi

\_\_\_\_\_ Monwana wa mmatlisise \_\_\_\_\_ Letsatsi

**O TLA FIWA MORITI WA TETLA YA GORE O NNE MOTSA YA KARALO MO  
DIPATISONG GO O IPEELA**

Fa o na le dipotso dipe mabapi le patlisiso e kgotsa tetla ya go nna motsaya karolo ntle le tseo di arabilweng ke mmatlisise ga mmogo le dipotso ka patlisiso, di tshwanelo tsa gago o le motsaya karolo, kgotsa o dumela fa o sa tsholwa sentle kgotsa ka ha tsamaisong ka jalo o tlhoka go bua le mongwe ntle le bao ba amanang le patlisiso. O gololosegile go ikopanya le ba; Office of Research and Development, University of Botswana, Phone: Ms Dimpho Njadingwe on 355-2900, E-mail: [research@mopipi.ub.bw](mailto:research@mopipi.ub.bw), Telefax: [0267] 395-7573.



**APPENDIX C- Questionnaire for users- English**

QUESTIONNAIRE NUMBER \_\_\_\_\_

**THE PERFORMANCE MEASUREMENT OF INTEGRATED SPORTS FACILITIES  
IN BOTSWANA.**

Dear Respondent

I am a graduate student from University of Botswana and am conducting this survey for my masters dissertation, which is about **‘The performance measurement of integrated facilities in Botswana-Customers’ Perspectives’**. This requires of how you feel towards various aspects of integrated sports facilities. Your contribution to this study is very important as you are in a unique position provide information that will enable understanding of performance measurement of these facilities and hopefully will help managers of facilities identify what may facilitate improvements in sports facilities.

**INSTRUCTION FOR COMPLETING THE SURVEY**

I would appreciate if you could take some time to respond to the questions of the following pages of the questionnaire. Most questions require that you simply check the appropriate box for the response that most accurately represents your feelings. It will take you roughly 20 minutes to complete this survey which should be completed all at once, and your help is greatly appreciated.

I would like to thank you in advance for your time and cooperation.

## SECTION A DEMOGRAPHIC DATA

Instruction (s): Please **tick** the appropriate answer

- Gender  Male  Female  
 Age  18-23 years  24-29 years  30-35 years  36 and above  
 Location of facility  Masunga  
 Maun  
 Molepolole  
 Serowe  
 Frequency of your use of facility per week  
 2 days  
 3 days  
 4 days  
 5 days

## SECTION B

This section deals with your opinion about the ISF. Please, show the extent to which you think the sports facility should possess the following features. Please rank each statement as follows;

**Strongly Agree** **Agree** **Neutral** **Disagree** **Strongly Disagree**  
 5 4 3 2 1

Please put a tick on your choice of answer

### PART 1: COMMUNITY PERSPECTIVE

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5. Facility meets the needs of people they serve					
6. Facility is open to everyone					
7. Facility is conveniently located					
8. There is adequate parking for different users					

### PART 2: SERVICE PERSPECTIVE

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
9. The facility is adequately serviced by public transport					
10. The facility is close enough to the target groups and type of transport they use					
11. The facility is safe and secure in every respect					
12. I feel safe during visits to the facility					
13. The facility is accessibly and user friendly to all community groups					

14. Facility provides equal use to groups within the community					
15. The facility meets the requirements of users					

**PART 3: UTILISATION PERSPECTIVE**

<b>Statement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
17. The facility opens in time					
18. Operation times suits the community					
19. The hours of service are convenient					
20. The holding capacity is adequate during events					
21. The facility is well designed and fits every use					
22. The facility fits the purpose for which they were built					

**Thank you for your time**

**APPENDIX D- Questionnaire for users- Setswana**

NOMORO YA POTSOLOTSO.....

**POTSOLOTSO YA BADIRISI****KGAOLO A****DEMOGRAPHIC DATA****Ditaelo: Baya letshwao ( ) go supa karabo**

Bong  Rre  Mme  
 Dingwaga  18-23  24-29  30-35  36 le go feta  
 Lefelo la lebala  Lobatse  
 Masunga  
 Maun  
 Molepolole  
 Serowe

**Seelo sa tiriso ya lebala mo bekeng**

Gabedi  
 Gararo  
 Gane  
 Gatlhano

**Kgaolo B**

Kgaolo e, e lebagane le maikutlo a gago ka mabala a metshameko. Supa ka fa o bonang mabala a a tshwanetseng go nna le dikarolwana tse di latelang. Kala boleng ka tsela ee latelang;

**Ke dumalana ka botlalo Ke a dumalana ke fagare Ga ke dumalane Ga ke dumalane gothelele**

5 4 3 2 1

**Ditaelo: Baya letshwao ( ) go supa karabo****KAROLO 1: MAIKUTLO KA MORAFE**

Temana	Ke dumalana ka botlalo	Ke a dumalana	ke fagare	Ga ke dumalane	Ga ke dumalane gothelele
5.Lefelo le ke karabo ya letlhoko la ikwetliso ya badirise					
6. Lefelo le amogela batho ka go farologana					
7. Lebala le mo tikolong ee kgotsofatsang					
8. Mabeelo a dikoloi a badirise baba farologaneng aa kgotsofatsa					

**PART 2: MAIKUTLO KA DITLAMELO**

Temana	Ke dumalana ka botlalo	Ke a dumalana	Ke fagare	Ke dumalane	Ga ke dumalane gothelele
9.Dipalamo tsa sechaba di goroga ko lebaleng ntle le bothata					

10.Lebala le gaufi le badirise ba lone ga mmogo le maemelo a dipalamo tse ba di dirisang					
11.Lebala le babalesegile ka ditsela tsotlhe					
12.Ke ikutlwa ke babalesegile fa ke le mo lebaleng					
13.Lebala le sereletsegile ebile le amogela sechaba ka kakaretso					
14.Lebala ga le na tlhaolele mo badiriseng					
15 Lebala le le kgotsofatsa dikeletso tsa badirise					

### **PART 3: MAIKUTLO KA TIRISO**

<b>Temane</b>	<b>Ke dumalana ka botlalo</b>	<b>Ke a dumalana</b>	<b>Ke fagare</b>	<b>Ga ke dumalane</b>	<b>Ga ke dumalane gothelele</b>
17.Lebala le bulwa ka nako					
18.Dinako tsa tiriso di siametse badirise					
19.Di oura tsa tiriso dia kgotsofatsa					
20.Bonno boa kgotsofatsa ka nako tsa meletlo					
21.Lebala le agilwe sentle ebile le letla tiriso tse di farologaneng					
22.Lebala le siametse se le se agetsweng					

**Ke a leboga**

### **APPENDIX E-Interview Schedule**

The specific questions listed below were formulated according to the community perspective, service perspective and utilization perspective. Regardless of the topic area all participants will be asked to perceive what they see to be their organisation's greatest strength in fulfilling its mandate and also to identify one thing that would most improve the facility's ability to fulfill its mandate.

#### **COMMUNITY PERSPECTIVE**

- i. Would you say the facility adequately meet the varying needs of its diverse customers (taking into consideration access and location of the facility?)
- ii. Is there adequate parking for all the different users? (inclusive of those with special needs)

#### **SERVICE PERSPECTIVE**

- iii. Do you think the facility is serviced by public transport? (combis, taxis, closeness to facility)
- iv. Does the facility provide equal use to the different groups within the community? (mention the groups special needs, elderly, young etc)
- v. Would you say the community is well designed, meets the requirements of users and benefits every community use (if applicable give scenarios e.g. schools sports, teams)

#### **UTILISATION PERSPECTIVE**

- vi. When does the facility open? (if applicable operation times) and do you feel the hours of operation are convenient? (if applicable scenarios of both the manager and the user)
- vii. Is the holding capacity of the facility adequate during events/usage?
- viii. How can usage of the facility be improved?

**Thank you for your time**

## APPENDIX F- Observation checklist for Integrated Sport Facility Design Aspect

Location: \_\_\_\_\_

Date: \_\_\_\_\_

This inspection checklist monitors the compliance activities at the facility. It also serves as a hazard assessment to current activities. The inspection shall be completed in all areas of the facility, included under the community, service and utilisation perspectives areas as it is applicable.

Do your General Access have:	Yes	No	N/A
Accessible to the whole public			
Accessible location			
accessible and adequate parking (motorists, cyclists )			
Accessible public transport close by			
Are all entry ways secured from unauthorized access?			
Are there any other security issues to be addressed?			
Does the facility open and close in time			
Are operation times convenient			
Is there enough seating for events			
Does facility fit every use			

## APPENDIX G- Ethical Clearance Letter from ORD



Office of the Deputy Vice Chancellor (Academic Affairs)

### Office of Research and Development

Corner of Notwane  
and Mobuto Road,  
Gaborone, Botswana

Pvt Bag 00708  
Gaborone  
Botswana

Tel: [267] 355 2900  
Fax: [267] 395 7573  
E-mail: research@mopipi.ub.bw

Ref: UBR/RES/COM/05/284

17<sup>th</sup> August 2016

The Permanent Secretary  
Ministry of Youth, Sports and Culture  
Private Bag 008  
Gaborone, Botswana

**RE: REQUEST FOR EXPEDITED REVIEW OF A RESEARCH PROPOSAL  
SUBMITTED BY SIBONGINKOSI TALU KWELEGANO.**

Since it is a requirement that everyone undertaking research in Botswana should obtain a Research Permit from the relevant arm of Government, The Office of Research and Development at the University of Botswana has been tasked with the responsibility of overseeing research at UB including facilitating the issuance of Research permits for all UB Researchers inclusive of students and staff.

I am writing this letter in support of an application for a research permit by Ms Sibonginkosi Talu Kwelegano, a master's student from Physical Education, Health and Recreation Department at the University of Botswana. Ms Kwelegano has proposed to conduct a study titled "**Performance measurement of integrated sport facilities in Botswana- customer's perspective**". The overall objective of the proposed study is 1.

Examine the community perspective factors regarding customers' satisfaction with services and quality in the integrated sports facilities in Botswana. It is hoped that the findings of this study may add value to the existing body of knowledge pertaining to integrated sports facility performance measurement in Botswana.

The Office of Research and Development is satisfied with the process for data collection, analysis and the intended utilisation of findings from this research. We will appreciate your kind and timely consideration of this application.

We thank you for your useful cooperation and assistance

Sincerely,

Dr. M. Kasule

**Assistant Director Research and Development, Office of Research and Development**





**APPENDIX H- Request for permission to undertake the study**

Serowe College of Education

Private Bag 009

Serowe

24 August 2016

The Permanent Secretary

Ministry of Youth Sports and Culture (MYSC)

Private Bag 008

Gaborone

Dear Sir/Madam

**RE: REQUEST FOR A RESEARCH PERMIT**

I am requesting permission by your department to pursue my research field work as part of the fulfillment of Master Degree in Education.

I am Sibonginkosi Talu Kwelegano, a student in the Department of Physical Education Health & Recreation at the University of Botswana. I am currently studying for a Masters Degree in Physical Education (Sports Management & Administration).

The topic of my research is **Performance Measurement of Integrated Sports Facilities in Botswana- Customers' perspective**. I am hoping to complete within the semester.

Thanking you in advance.

Yours faithfully,

Sibonginkosi Talu Kwelegano

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Contacts: 71214626/ 74232325

## APPENDIX I- Permission Letter from MYSC

TEL: (+267) 3901186  
FAX: (+267) 3913473

MINISTRY OF SPORT YOUTH AND CULTURE  
PRIVATE BAG 00514  
GABORONE  
BOTSWANA



REPUBLIC OF BOTSWANA

REF: MYSC 9/2/1 V (21)

29<sup>th</sup> August 2016

MS. Sibonginkosi T. Kwelegano

Serowe College of Education

Private Bag 008, Serowe

### RESEARCH PERMIT- SIBONGINKOSI T. KWELEGANO

This serves to acknowledge your application for a Research Permit on "**Performance Measurement of Integrated Sports facilities in Botswana-Customers' perspective**". The Permit is granted for a period of twelve (12) Months, commencing 29<sup>th</sup> August 2016 to the 29<sup>th</sup> August 2017 and is granted under the following conditions:

1. Copies of the final product of the study are to be directly deposited with the Ministry of Youth Sport and Culture, National Library Services, National Archives and Records Services and Research and Development in the University of Botswana.
2. The Permit does not give you authority to enter premises, private establishment or protected areas. Permission for such areas should be negotiated with those concerned.
3. You conduct your study according to particulars furnished in the application you submitted taking into account the above conditions.
4. Failure to comply with any of the above conditions will result in the immediate cancellation of the Permit.

Thank you

Yours Faithfully

PP

Kerly D. Kelly

For/Permanent Secretary

Cc: Director, National Archives and Records Services

National Librarian, National Library Services

Director, Research and Development, University of Botswana

