Valorization of a Questionnaire Intended for Measuring the Quality of Dance Club Services

Valorizacija upitnika namijenjenog mjerenju kvaliteta usluga plesnog kluba

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Abstract: *Empirical transversal study was conducted with the aim of checking the validity of the questionnaire for measuring the quality of services in a dance club. The research sample consisted of a total of 194 respondents, users of the services of the Dance Club "Gemma" Banja Luka (active members). Subsampling was performed through two research areas: (1) in relation to gender (M = 31; F = 163) and (2) in relation to the user experience-length of training in the club (up to 1 year; from 1 to 3 years; from 3 to 7 years; more than 7 years). As a research instrument, a modified questionnaire SQKC (Service Quality of Karate Club) was used to assess the quality of services in the karate club, which in this case was used as a scale for individual assessment of the quality of sports services in the dance club and consists of 15 indicators of sports services. Respondents expressed their assessment by rounding off the numbers on a five-point Likert-type scale. The results obtained by surveying the respondents show that the club provides high quality services (average score 4.16). Discriminant analysis found that user experience and gender did not affect the perception of the quality of sports services. When identifying the internal agreement of the scale used, it was determined that the scale has good internal agreement (Cronbach's Alpha =, 932), which indicates its good metric characteristics. The questionnaire used should also be checked at other dance clubs, and the good metric characteristics of the SQDC (Service Quality of Dance Club) questionnaire are expected to prove reliable.*
Keywords: *dance club, SQDC questionnaire, quality of services.*

Apstrakt: *Empirijsko transferzalno istraživanje je provedeno sa ciljem provjere validnosti upitnika za mjerenje kvaliteta usluga u plesnom klubu. Istraživački uzorak sačinjavalo je ukupno 194 ispitanika, korisnika usluga Plesnog kluba „Gemma" Banja Luka (aktivni članovi). Subuzorkovanje je izvršeno kroz dva istraživačka prostora: (1) u odnosu na pol (M=31; Ž=163) i (2) u odnosu na korisnički staž-dužinu treniranja u klubu (do 1 godine; od 1 do 3 godine; od 3 do 7 godina; više od 7 godina). Kao istraživački instrument primijenjen je modifikovani upitnik SQKC (Service Quality of Karate Club) za procjenu kvaliteta usluga u karate klubu, koji je u ovom slučaju primijenjen kao skala za individualnu procjenu kvaliteta sportskih usluga u plesnom klubu i sastoji od 15 indikatora kvaliteta sportskih usluga. Ispitanici su svoju procjenu iskazivali zaokruživanjem brojeva na petostepenoj skali Likertovog tipa. Rezultati dobijeni anketiranjem ispitanika pokazuju da klub pruža usluge visokog kvaliteta (prosječna ocjena 4,16). Dskriminativnom analizom je utvrđeno da korisnički staž i pol nisu uticali na doživljaj kvaliteta sportskih usluga. Prilikom identifikacije unutrašnje saglasnosti korištene skale, utvrđeno je da skala ima dobru unutrašnju saglasnost (Cronbach's Alpha = ,932), što ukazuje na njene dobre metrijske karakteristike. Korišteni upitnik potrebno je provjeriti i na drugim plesnim klubovima, pri čemu se očekuje da dobre metrijske karakteristike SQDC (Service Quality of Dance Club) upitnika se pokažu pouzdanim.*
Ključne riječi: *plesni klub, SQDC upitnik, kvalitet usluga.*

Introduction

Sports dance belongs to a group of (sports) activities that contain aesthetically designed and choreographically defined acyclic movement structures and are mainly

Uvod

Sportski ples pripada grupi (sportskih) aktivnosti koje sadrže estetski oblikovane i koreografski definisane aciklične kretne strukture i uglavnom se izvode u spe-

performed in specific dynamically-changing conditions (Milanović, 2013). In addition to the basic kinesiological phenomena (movement, dynamics, coordination, fitness, etc.), the artistic component of its expression (music, choreography, sensibility, the player's focus on the "dance story", flow, etc.) is especially represented. Although attitudes are still present today as to whether sport dance is, in essence, primarily an art or an equal sport discipline (Zagorc, 2000), it is indisputable that this form of physical engagement of people of all ages occupies a significant place in active and purposeful leisure times.

Modern forms of sports and recreational content incorporate various forms and types of sports activities, among which the contents of sports dance are appearing more and more intensively. Competitive sports dance belongs to a relatively new / young sports branch, so the management processes in this activity are still insufficiently studied. On the other hand, the development of sports dance, which brings with it an increasing number of students of dance schools (clubs), as well as the number of active competitors, imposes the need for more intensive study of various organizational aspects of its existence (Srdić & Lolić, 2011).

Dance clubs are constituted as a specific organizational system with an appropriate structure. It, in essence, refers to its physical elements and information connections, and in practice it predominantly refers to two segments: organizational subsystems / blocks and operational activities (most responsible for the realization of set goals, given that through them the flow of people - users of services and human resources of the club itself). As today's dance clubs, in the formal-legal sense, are predominantly organized as associations (non-profit organizations), the theoretical position that the success of non-profit organizations depends on the fact how effectively and efficiently they meet the needs of their users can be applied to them. That is, to what extent do they have the organizational capacity that is able to deliver an effective service to the "sports and service market" (Nešić, Dačić & Srdić, 2014).

The issue of adequate identification of perception in the relationship "quality service - customer satisfaction" is very complex, subtle and delicate, so it is often conditioned by different views / attitudes of users and their understanding (understanding) of quality. So it has to be taken into account during various evaluation activities by the dance club management. For the creation and distribution of services, it is necessary that the club management has in mind the concept and essence of the service environment, which includes various elements of

cifičnim dinamično-promjenljivim uslovima (Milanović, 2013). Pored osnovnih kinezioloških fenomena (kretanje, dinamika, koordinacija, kondicija, i sl.) posebno je zastupljena umjetnička komponenta njegove ekspresije (muzika, koreografija, senzibilitet, fokusiranost igrača na "plesnu priču", flow, itd.). Mada su danas još uvek prisutni stavovi oko toga da li je sportski ples, u suštini, prvenstveno umjetnost ili ravnopravna sportska disciplina (Zagorc, 2000), nesporno je da ovaj oblik fizičkog angažovanja osoba svih životnih dobi zauzima značajno mjesto u aktivnom i svrsishodnom proveđenju slobodnog vremena.

Savremeni oblici sportsko-rekreativnih sadržaja u sebe inkorporiraju različite oblike i vrste sportskih aktivnosti, među kojima se sve intenzivnije pojavljuju i sadržaji sportskog plesa. Takmičarski sportski ples spada u relativno novu/mladu sportsku granu, tako da se menadžmentski procesi u ovoj aktivnosti još uvek nedovoljno proučavaju. Sa druge strane razvoj sportskog plesa, koji sa sobom nosi i sve veći broj polaznika plesnih škola (klubova), kao i broj aktivnih takmičara, nameću potrebu intenzivnijeg proučavanja različitih organizacijskih aspekata njegove egzistencije (Srdić & Lolić, 2011)

Plesni klubovi su konstitusani kao specifičan organizacijski sistem sa odgovarajućom strukturom. Ona se, u suštini, odnosi na njegove fizičke elemente i informacione veze, a u praksi se to dominantno odnosi na dva segmenta: organizacijske podsisteme/blokove i operativne aktivnosti (najodgovornije za realizaciju postavljenih ciljeva, s obzirom na to da se kroz njih vrši protok ljudi - korisnika usluga i ljudskih resursa samog kluba). Kako su današnji plesni klubovi, u formalno-pravnom smislu, dominantno organizovani kao udruženja (neprofitne organizacije), na njih se sasvim aplikativno može odnositi teorijsko stanovište da uspeh neprofitnih organizacija upravo zavisi od činjenice koliko efektivno i efikasno zadovoljavaju potrebe svojih korisnika. Odnosno, u kojoj mjeri raspolažu organizacionim kapacitetima koji su u stanju da „sportsko-uslužnom tržištu" isporuče efektivnu uslugu (Nešić, Dačić & Srdić, 2014).

Problematika adekvatne identifikacije percepcije na relaciji „kvalitetna usluga – zadovoljstvo korisnika" jeste veoma kompleksna, suptilna i delikatna, tako da je često uslovljena različitim pogledima/stavovima korisnika i njihovog shvatanja (poimanja) kvaliteta. Tako da se ono mora uzeti u obzir prilikom različitih aktivnosti evaluacije od strane menadžmenta plesnog kluba. Za kreiranje i distribuciju usluga neophodno je da menadžment kluba ima u vidu pojam i suštinu uslužnog ambijenta, koji obuhvata različite elemente fizičkog okruženja i atmosferu u

the physical environment and the atmosphere in which the service is performed, because it can significantly affect the service process and consumer perception (user / consumer) (Gronroos, 2002; Perić et al., 2017). Modern marketing approaches to the management of non-profit sector organizations very clearly determine the view that their success largely depends on how effectively and efficiently they meet the needs of immediate users (Kaplan, 2001). Considering that dance clubs are in most cases organizationally non-profit oriented, we can speak of a very significant applicability of the stated point of view. Especially in the context of management's commitment to a responsible attitude towards clients (service users), but also towards donors, public sources of funding, etc. Thus, the management structures of the dance club are constantly looking for an answer to the question - to what extent do they have the organizational capacity that is able to deliver an effective service to the sports market and target groups.

Difficulties in defining the concept of quality in the service activities of sports (non-profit) organizations are primarily related to the dilemma of what should be measured - the quality of the service itself or the experience of service users (Cairns, Harris, Hutchison & Tricker, 2004, Perić et al., 2017). One of the methodological problems is also related to the doubt in the objectivity of quality assessment. Most authors believe that the basic focus of service quality must be on the user (Monroe & Krishnan, 1983; according to: Ivanović & Antić, 2011). Creating users' perceptions of the quality of services is largely conditioned by internal factors of the club's organization, but also by relationships with other related stakeholders (Campbell, 2002, Ivanović, 2011).

Many difficulties arise from this relationship, which is why the measurement of delivered services is a very sensitive problem (Cairns, et al., 2004; Perić et al., 2017). Although various quality assessment instruments have been constructed in research practice so far, which significantly alleviate the problem of measuring quality management performance (this primarily refers to the Servqual model and its modification Servperf) (Parasuraman, Zeithaml & Berry, 1988; Cronin & Taylor, 1992), such instruments have not been tested or standardized in research related to dance clubs. That is, so far no quality measuring instrument has been validated that could relatively objectively measure the perception of the quality of dance services. What can be the starting point for this research is the SQKC scale, which was constructed and valorized as an instrument for measuring the satisfaction of users of karate club services (Perić et al., 2017).

kojoj se usluga obavlja, jer se time može znatno uticati na sam proces pružanja usluge, kao i na percepciju potrošača (korisnika/konzumenta) (Gronroos, 2002; Perić i sar., 2017). Savremeni marketinški pristupi upravljanju organizacijama neprofitnog sektora, veoma jasno determinišu stanovište da njihov uspjeh najvećim dijelom zavisi od činjenice koliko efektivno i efikasno zadovoljavaju potrebe neposrednih korisnika (Kaplan, 2001). Obzirom da su i plesni klubovi u većini slučajeva organizaciono neprofitno orijentisani može se govoriti o veoma značajnoj aplikativnosti navedenog stanovišta. Naročito u kontekstu menadžmentskog opredjeljenja ka odgovornom odnosu prema klijentima (korisnicima usluga), ali i prema donatorima, javnim izvorima finansiranja, itd. Dakle, upravljačke strukture plesnog kluba su u stalnom traganju za odgovorom na pitanje - u kojoj mjeri raspolažu organizacionim kapacitetima koji su u stanju da sportskom tržištu i ciljnim grupama isporuče efektivnu uslugu.

Poteškoće u definisanju pojma kvaliteta u uslužnim djelatnostima sportskih (neprofitnih) organizacija prvenstveno su vezane za dilemu šta treba da se mjeri - kvalitet same usluge ili doživljaj korisnika usluge (Cairns, Harris, Hutchison & Tricker, 2004, Perić i sar., 2017). Takođe je jedan od metodoloških problema vezan i za sumnju u objektivnost procjene kvaliteta. Većina autora smatra da osnovni fokus kvaliteta usluga mora biti usmjeren na korisnika (Monroe & Krishnan, 1983; prema: Ivanović & Antić, 2011). Kreiranje doživljaja korisnika o kvalitetu usluga najvećim delom je uslovljeno unutrašnjim faktorima organizacije kluba, ali i odnosima sa drugim povezanim stejkholderima (Campbell, 2002, Ivanović, 2011). Iz tog odnosa proističe mnogo teškoća zbog čega mjerenje isporučenih usluga predstavlja veoma osjetljiv problem (Cairns, et al., 2004; Perić i sar., 2017). Mada su u istraživačkoj praksi do sada konstruisani različiti instrumenati za procjenu kvaliteta, koji znatno olakšavaju problem mjerenja performansi menadžmenta kvaliteta (to se u prvom redu odnosi na Servqual model i njegovu modifikaciju Servperf) (Parasuraman, Zeithaml & Berry, 1988; Cronin & Taylor, 1992), ovakvi insgtrumenti nisu provjeravani, niti standardizovani u istraživanjima vezanih za plesne klubove. Odnosno, do sada nije validiran niti jedan kvalitetan mjerni instrument kojim bi se relativno objektivno mogla mjeriti percepcija kvaliteta usluga u plesu. Ono što može biti polazna osnova za ovo istraživanje jeste skala SQKC koja je konstruisana i valorizovana kao instrument za mjerenje zadovoljstva korisnika usluga karate kluba (Perić i sar., 2017).

METHOD

This empirical research of transversal character was realized in the Dance Club "Gemma" Banja Luka. The research sample consisted of a total of 194 respondents, users of club services (active members). Subsampling was performed through two research spaces: (1) in ondos by gender (M = 31; F = 163) and (2) in relation to the user experience-length of training in the club (up to 1 year; from 1 to 3 years; 3 to 7 years; more than 7 years).

A modified SQKC questionnaire was used as a research instrument, which was constructed to examine the user perception of the quality of sports services in a karate club (Perić et al., 2017). The applied instrument is constructed as a scale for individual assessment / perception of the quality of sports services in the club and consists of 18 items / indicators of the quality of sports services. The final version, a modified questionnaire for this occasion, was preceded by several pilot studies. After checking the metrics, a total of 15 items were retained, where respondents expressed their assessment by choosing one of five positions on the Likert-type scale (grade 1 represents the lowest and grade 5 the highest intensity of perception of the quality of dance club services). In this sense, this scale can be called as - the quality of services of a dance club (*Service Quality of a Dance Club*).

Questionnaire / scale metrics in our study were tested using two procedures: (1) checking its internal compliance (*Scale Reliability Analysis based on the Cronbach's alpha coefficient*) and (2) factor analysis (*Principal Components Analysis*) with the hair method rotation (*Direct Oblimin*). The choice of the mentioned statistical procedures was conditioned, first of all, by the character of the research and the treated research instrument. Therefore, the PCA approach was imposed as a logical choice of the data analysis method, whose orientation towards the validation of a relatively new assessment scale (within the second sports-service environment). Also, the generally recommended aspects of checking each scale type instrument (Pallant, 2009) direct in this case the choice of a statistical procedure for determining reliability on a specific sample towards the application of Scale Reliability Analysis based on the Cronbach's alpha coefficient.

The application of the SQDC questionnaire in practice is shown on the example of the Dance Club "Gemma" from Banja Luka. Based on the answers to 15 items of the questionnaire, the average scalar value was calculated for each respondent, which was used as a numerical data for assessing the quality of delivered sports services. From these scalar averages, descriptive statistical parameters were calculated for different subsamples. The sig-

METOD

Ovo empirijsko istraživanje transferzalnog karaktera realizovano je u Plesnom klubu „Gemma" Banja Luka. Istraživački uzorak sačinjavalo je ukupno 194 ispitanika, korisnika usluga kluba (aktivni članovi). Subuzorkovanje je izvršeno kroz dva istrživačka prostora: (1) u ondosu na pol (M=31; Ž=163) i (2) u odnosu na korisnički staž-dužinu treniranja u klubu (do 1 godine; od 1 do 3 godine; od 3 do 7 godina; više od 7 godina).

Kao istraživački instrument primijenjen je modifikovani upitnik SQKC, koji je konstruisan za ispitivanje korisničke percepcije kvaliteta sportskih usluga u karate klubu (Perić i sar., 2017). Primijenjeni instrument konstruisan je kao skala za inidividualnu procjenu/percepciju kvaliteta sportskih usluga u klubu i sastoji od 18 ajetma/indikatora kvaliteta sportskih usluga. Konačnoj verziji, za ovu priliku modifikovanog upitnika, prethodilo je nekoliko probnih istraživanja. Nakon provjere metrike zadržano je ukupno 15 ajtema, gdje su ispitanici svoju procjenu iskazivali izborom jedne od pet pozicija na skali Likertovog tipa (ocjena 1 predstavlja najniži, a ocjena 5 najviši intenzitet percepcije kvaliteta usluga plesnog kluba). U tom smislu ova skala se može imenovati kao - skala kvaliteta usluga plesnog kluba (*Service Quality of a Dance Club*).

Metrika upitnika/skale u našem istraživanju testirana je primjenom dva postupka: (1) provjerom njene unutrašnje saglasnosti (*Scale Reliability Analysis* koja je zasnovana na Kronbahovom alfa koeficijentu) i (2) faktorskom analizom (analiza glavnih komponenti – *Principal Components Analysis*) sa metodom kose rotacije (*Direct Oblimin*). Izbor navedenih statističkih procedura bio je uslovljen, u prvom redu, karakterom istraživanja i tretiranim istraživačkim instrumentom. Stoga se kao logičan odabir metode analize podataka, čije je usmjerenje ka validaciji relativno nove skale procjene (u okviru drugog sportsko-uslužnog okruženja) nametnuo PCA pristup. Takođe i opšte preporučeni aspekti provjere svakog instrumenta tipa skale (Pallant, 2009) usmjeravaju u ovom slučaju izbor statističke procedure za utvrđivanje pouzdanosti na konkretnom uzorku ka primjeni *Scale Reliability Analysis* zasnovane na Kronbahovom alfa koeficijentu.

Primjena SQDC upitnika u praksi prikazana je na primjeru Plesnog kluba „Gemma" iz Banja Luke. Na osnovu odgovora na 15 ajtema upitnika, za svakog ispitanika je izračunata prosječna skalarna vrednost koja je korištena kao numerički podatak za procjenu kvaliteta isporučenih sportskih usluga. Iz ovih skalarnih proseka izračunati su deskriptivni statistički parametri za različite

nificance of differences between arithmetic means was tested using Univariate Analysis of Variance and One Way ANOVA.

All statistical inferences were made at a significance level of 0.05 (*Sig.* <, 05).

THE RESULTS

In order to check the validity of the questionnaire, 15 items of the scale were subjected to principal components analysis (PCA). Previously, the procedure of assessing the suitability of data for factor analysis was realized, and the review of the correlation matrix recorded a statistically sufficiently large number of coefficients of 0.3 and more. *Kaiser-Meyer-Olkin Measure of Sampling Adequacy* (KMO) was 0.904, which significantly exceeds the recommended value of 0.6 (Kaiser, 1970, 1974). *Bartlett's test of sphericity* (Bartlett, 1954) also reached statistical significance, which together indicate the factorability of the correlation matrix and the justification for the application of factor analysis.

Analysis of the main components obtained after Oblimin rotation revealed the presence of three components with characteristic roots (*Eiegenvalues*) over one, which explain 51.40%, 9.39%, and 7.35% of the variance. However, the obtained fracture diagram (Scree plot) showed the existence of a clear fracture point already behind the first component (Figure 1). Based on Kattel's criterion (1966), it was decided to keep only one component, which is in line with the recommended procedures for interpreting the results of factor analysis (Pallant, 2009). This was supported by the results of a parallel analysis with one component whose characteristic values exceed the corresponding threshold values obtained using an equally large matrix of random numbers (15 variables x 142 subjects). This single component explained a significant and statistically acceptable part of the total variance (51.40%). All 15 variables gave significant factor weight to the only extracted component (Table 3) which proved that the applied scale has a high validity and that it can be applied as an independent scale for assessing the quality of service systems in a dance club. The hierarchical structure of the Component Matrix shows that the extracted factor is most dominantly saturated by items related to the positive experiences of services provided by this dance club, especially: club program content (especially educational and development programs), quality of information availability to service users (especially when it is about the program contents and activities of the club), the quality of professional work (realization of the program), etc. The results collected by surveying users showed that the selected club provides sports,

subuzorke. Značajnost razlika između aritmetičkih sredina testirana je primjenom univarijantne analize varijanse (*Analysis of Variance and One Way ANOVA*).

Sva statistička zaključivanja sprovedena su na nivou značajnosti od 0,05 (*Sig.* < ,05).

REZULTATI

U cilju provjere validnost upitnika, 15 ajtema skale podvrgnuto je analizi glavnih komponenti (PCA). Prethodno je realizovan postupak ocjene prikladnosti podataka za faktorsku analizu, a pregledom korelacione matrice evidentiran je statistički dovoljno veliki broj koeficijenata vrijednosti 0,3 i više. Kajzer – Majerov pokazatelj adekvatnosti uzorka (*Kaiser-Meyer-Olkin Measure of Sampling Adequacy - KMO*) bio je 0,904 što znatno premašuje preporučenu vrijednost 0,6 (Kaiser, 1970, 1974). Bartletov test sferičnosti (*Bartlett's test of sphericity*) (Bartlett, 1954) takođe je dostigao statističku značajnost, što se zajedno ukazuje na faktorabilnost korelacione matrice i opravdanost primjene faktorske analize.

Analiza glavnih komponenti dobijenih nakon Oblimin rotacije, otkrila je prisustvo tri komponente sa karakterističnim korjenovima (*Eiegenvalues*) preko jedan, koje objašnjavaju 51,40%, 9,39%, i 7,35% varijanse. Međutim, dobijeni dijagram preloma (Scree plot) je pokazao postojanje jasne tačke prijeloma već iza prve komponente (Slika 1). Na osnovu Kattel-ovog kriterijuma (1966) odlučeno je da se zadrži samo jedna komponenta, što je u skladu i sa preporučenim procedurama tumačenja rezultata faktorske analize (Pallant, 2009). To su podržali i rezultati paralelne analize sa jednom komponentom čije karakteristične vrijednosti premašuju odgovarajuće vrijednosti praga dobijene pomoću jednako velike matrice slučajnih brojeva (15 varijabli x 142 ispitanika). To jednofaktorsko rešenje (*Single component*) objasnilo je značajan i statistički prihvatljiv dio ukupne varijanse (51,40%). Svih 15 varijabli dalo je značajnu faktorsku težinu jedinoj ekstrahovanoj komponenti (Tabela 3) čime je dokazano da primijenjena skala ima visoku validnost i da se može primjenjivati kao samostalna skala za procjenu kvaliteta sistema usluga u plesnom klubu. Hijerarhijska struktura komponentne matrice (*Component Matrix*) pokazuje da ekstrahovani faktor najdominantnije saturiraju ajtemi koji se odnose na pozitivne doživljaje usluga koje pruža ovaj plesni klub, a naročito: programske sadržaje kluba (posebno edukativne i razvojne programe), kvalitet dostupnosti informacija korisnicima usluga (posebno kada je riječ o programskim sadržajima i aktivnostima kluba), kvalitet stručnog rada (realizacija programa), itd. Rezultati prikupljeni anketiranjem korisnika pokazali su

dance and recreational services of high quality. On a scale of 1 to 5, the overall average score of the complete sample exceeded the value of four (4.16), and in some indicators it reached the value of 4.68 (Table 1).

The results of the discriminant analysis showed that the experience of the quality of sports services in the selected dance club was not influenced by any of the two analyzed characteristics of the respondents - user experience and gender (Table 2).

da izabrani klub pruža sportsko-plesne i rekreativne usluge visokog kvaliteta. Na skali od 1 do 5, ukupna prosječna ocjena kompletnog uzorka premašila je vrijednost četiri (4,16), a u pojedinim indikatorima dostigla je i vrijednost 4,68 (Tabela 1).

Rezultati diskriminativne analize su pokazali da na doživljaj kvaliteta sportskih usluga u izabranom plesnom klubu nije uticao ni jedan od dva analizirana obilježja ispitanika – korisnički staž i pol (Tabela 2).
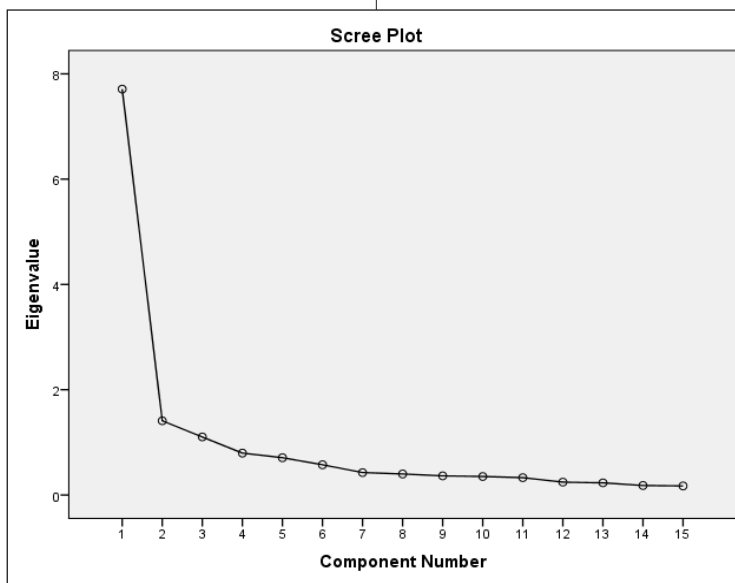

Figure 1 - Screeplot for dance club service rating scale indicators

Slika 1 – Dijagram prijeloma (Screeplot) za indikatore skale procjene usluga plesnog kluba

Table 1: Elements of internal compliance of the dance club service quality assessment scale

Tabela 1: Elementi unutrašnje saglasnosti skale procjene kvaliteta usluga plesnog kluba

No. / RB	Quality indicator / Indikator kvaliteta	Scalar average / Skalarni prosjek	Communalities / Komunaliteti	Factor / Faktor
1	*Quality of professional work (training) by the club coach /* Kvalitet stručnog rada (vođenje treninga) od strane trenera kluba	4.65	.559	.748
2	*The expertise of the coaches working at the club /* Stručnost trenera koji rade u klubu	4.68	.491	.700
3	*The atmosphere that prevails during training /* Atmosfera koja vlada tokom treninga	4.56	.490	.700
4	*The attitude of the club's coaches towards the athletes /* Odnos trenera kluba prema vježbačima	4.65	.534	.731
5	*General quality of all services provided by the club /* Generalni kvalitet svih usluga koje pruža klub	3.98	.539	.734
6	*A space where club services are provided /* Prostor u kome se pružaju usluge kluba	3.94	.426	.653
7	*Hygiene in rooms and exercise rooms /* Higijena u prostorijama i prostorima za vježbanje	4.04	.460	.678
8	*Availability of professional information related to the provision of services in the club /* Dostupnost stručnih informacija vezanih za pružanje usluga u klubu	4.35	.592	.770

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9	Offer content and programs that the club provides to its users / Ponuda sadržaja i programa koje klub pruža svojim korisnicima	4.30	.574	.758
10	Subjective feeling during the stay and use of the club's services / Subjektivni osećaj prilikom boravka i korišćenja usluga kluba	4.31	.554	.745
11	Educational programs organized by the club / Edukativni programi koje organizuje klub	4.05	.646	.804
12	The quality of the competition organized by the club / Kvalitet takmičenja koje organizuje klub	4.12	.486	.697
13	The quality of sports camps organized by the club / Kvalitet sportskih kampova koje organizuje klub	3.49	.403	.635
14	Availability of information on club activities and programs / Dostupnost informacija o aktivnostima i programima kluba	4.21	.608	.780
15	Club marketing activities / Marketinške aktivnosti kluba	3.84	.348	.590
Scalar value (scale as a whole) / Skalarna vrijednost (skala u cjelini):		4.16		

Sample adequacy ratio (CMO)= .904   Bartlett's test of sphericity = 1341.697   Sig.= .000 /
Pokazatelj adekvatnosti uzorka (KMO) = ,904   Bartletov test sferičnosti = 1341,697   Sig.= ,000

Table 2: Discriminant analysis of different subsamples   **Tabela 2:** Diskriminativna analiza različitih subuzoraka

Membership in the club / Članski staž u klubu	Pol	Mean	Std. Deviation	N
up to 1 year / do 1 godine	M	4.16	.429	5
	Ž	4.41	.479	39
	∑	4.38	.476	44
from 1 to 3 years / od 1 do 3 godine	M	4.05	.880	9
	Ž	4.20	.690	39
	∑	4.17	.721	48
from 3 to 7 godina / od 3 do 7 godina	M	4.14	.756	7
	Ž	4.07	.705	41
	∑	4.08	.704	48
over 7 years / preko 7 godina	M	4.12	.702	6
	Ž	3.95	.809	28
	∑	3.98	.784	34
Total sample / Cijeli uzorak:	M	4.11	.704	27
	Ž	4.17	.684	147
	∑	4.16	.686	174

Univariate Analysis of Variance for Subsamples: F =1.055; Sig. = .483
Univariate Analysis of Variance for Gender: F =.159; Sig. = .714 /
Univariate Analysis of Variance for Subsamples: F =1,055; Sig. = ,483
Univariate Analysis of Variance for Gender: F =,159; Sig. = ,714

In the continuation of the verification of the metric characteristics of the applied scale, and on the basis of the determined factor validity, the identification of its internal compliance was approached. The obtained results show that the scale as a whole has good internal agreement, which is indicated by the Cronbach's Alpha coefficient (*Cronbach's Alpha = ,932*), which is significantly higher than the recommended theoretical value of 0.7 (De Vellis, 2003) (Table 3), that it has good metric characteristics.

U nastavku provjere metrijskih karakteristika primijenjene skale, a na osnovu utvrđene faktorske validnosti, pristupilo se identifikaciji njene unutrašnje saglasnosti. Dobijeni rezultati pokazuju da skala u cjelini ima dobru unutrašnju saglasnost, na šta ukazuje Kronbahov koeficijent alfa (*Cronbach's Alpha* = ,932) koji je značajno veći od preporučene teorijske vrijednosti 0,7 (De Vellis, 2003) (Tabela 3), odnosno da posjeduje dobre metrijske karakteristike.

		Table 3: Elements of internal compliance of the dance club service quality assessment scale	*Tabela 3: Elementi unutrašnje saglasnosti skale procjene kvaliteta usluga plesnog kluba*

No. / Br. pitanja	Quality indicator / Indikator kvaliteta	Scalar average / Skalarni prosjek	Influence of item removal on alpha coefficient / Uticaj uklanjanja stavke na alfa koeficijent
1	*Quality of professional work (training) by the club coach /* Kvalitet stručnog rada (vođenje treninga) od strane trenera kluba	4.65	.920
2	*The expertise of the coaches working at the club /* Stručnost trenera koji rade u klubu	4.68	.921
3	*The atmosphere that prevails during training /* Atmosfera koja vlada tokom treninga	4.56	.920
4	*The attitude of the club's coaches towards the athletes /* Odnos trenera kluba prema vježbačima	4.65	.920
5	*General quality of all services provided by the club /* Generalni kvalitet svih usluga koje pruža klub	3.98	.918
6	*A space where club services are provided /* Prostor u kome se pružaju usluge kluba	3.94	.921
7	*Hygiene in rooms and exercise rooms /* Higijena u prostorijama i prostorima za vježbanje	4.04	.920
8	*Availability of professional information related to the provision of services in the club /* Dostupnost stručnih informacija vezanih za pružanje usluga u klubu	4.35	.917
9	*Offer content and programs that the club provides to its users /* Ponuda sadržaja i programa koje klub pruža svojim korisnicima	4.30	.918
10	*Subjective feeling during the stay and use of the club's services /* Subjektivni osećaj prilikom boravka i korišćenja usluga kluba	4.31	.918
11	*Educational programs organized by the club /* Edukativni programi koje organizuje klub	4.05	.916
12	*The quality of the competition organized by the club /* Kvalitet takmičenja koje organizuje klub	4.12	.919
13	*The quality of sports camps organized by the club /* Kvalitet sportskih kampova koje organizuje klub	3.49	.924
14	*Availability of information on club activities and programs /* Dostupnost informacija o aktivnostima i programima kluba	4.21	.916
15	*Club marketing activities /* Marketinške aktivnosti kluba	3.84	.923
Cronbach's alpha coefficient / Kronbahov alfa koeficijent:			**.932**

DISCUSSION

Identifying the existence of an interaction between service quality and customer satisfaction is a very important factor that can be crucial for modeling the work and management activities of a dance club. Therefore, it is a very sensitive management issue that is primarily conditioned by the level of individual perception of users, as well as a specific experience of quality through a positive or negative feeling after using the service (Evans & Lindsey, 2010). Some sports clubs apply different concepts of quality management and apply different models to measure the quality of services (Packiathan & Kyungro, 2000; Kelley & Turley, 2001; Tsitskari, Tsiotras & Tsiotras, 2006; Lee, Duck Kim, Ko, & Sagas, 2011; Perić et al., 2017), which can be considered applicable both in the context of the work and assessment of the quality of dance club services.

DISKUSIJA

Identifikacija postojanja međusobne interakcije između kvaliteta usluge i zadovoljstva korisnika predstavlja vrlo značajan činilac koji može biti od ključne važnosti za modelovanje rada i upravljačkih aktivnosti plesnog kluba. Zbog toga i predstavlja veoma osjetljivo menadžmentsko pitanje koje je, u prvom redu, uslovljeno nivoom individualne percepcije korisnika, kao i specifičnim doživljajem kvaliteta kroz pozitivan ili negativan osjećaj nakon korištenja usluge (Evans & Lindsey, 2010). Pojedini sportski klubovi primjenjuju različite koncepte upravljanja kvalitetom i primjenjuju različite modele za mjerenje kvaliteta usluga (Packiathan & Kyungro, 2000; Kelley & Turley, 2001; Tsitskari, Tsiotras & Tsiotras, 2006; Lee, Duck Kim, Ko, & Sagas, 2011; Perić i sar., 2017), što se može smatrati aplikativnim i u kontekstu rada i procjene kvaliteta usluga plesnih klubova.

Almost no dance club in Bosnia and Herzegovina has so far defined its strategic management orientation towards the application of quality management, which includes activities to measure the quality of services. This significantly reduces opportunities to improve management efficiency, internal organization and market competitiveness. This issue is particularly pronounced when it comes to the representation of the identification of the satisfaction of immediate users. The importance of quality management is indicated by the experience of applying customer satisfaction measurement in some sports and sports-recreational organizations (Currie & Ipson, 2002; Jae Ko & Pastore, 2004; Carr & De Michele, 2010). Especially interesting are the recent experiences of non-profit sports clubs in the field of martial arts (Dačić, 2014; Nešić, Dačić & Srdić, 2014; Perić et al., 2017), which can be a good "guide line" for dance clubs in Republika Srpska.

In previous research conducted in some sports and recreational clubs, the elements of quality assessment were mainly related to material conditions (size of the building, architectural and construction quality, space and exercise equipment, location accessibility, etc.). Much less research attention was paid to the quality of the content (type and scope of activities, technology of professional work, educational concept, educational component, etc.).

Positive experiences from karate were used in constructing the instrument used in this study. The instrument (survey type and scalar orientation) was dominated by indicator representation, both tangible and intangible aspects of quality. Although it was expected that the factor analysis would single out these two components of quality, the analyzes showed that the quality of the dance club's work is much better treated as a unique space. By establishing a one-factor structure, maximum parsimony was achieved and the validity of the SQDC questionnaire was confirmed, which is a good recommendation for its application in the immediate practice of dance clubs. The good metrics of this instrument were contributed by the high internal agreement of the selected items, which shows that it can be used as an independent scale for assessing the quality of sports services in dance clubs.

The numerical nature of the data also contributes to the practical applicability of the instrument. Respondents evaluate certain aspects of quality with scalar values from 1 to 5, which enables the calculation of descriptive statistical parameters, as well as the application of most comparative procedures from the space of parametric statistics. Using this possibility, this study compared the average quality scores

Gotovo ni jedan plesni klub u Bosni i Hercegovini do sada još uvijek nije definisao svoju stratešku upravljačku orijentaciju ka primjeni menadžmenta kvaliteta, što podrazumijeva i aktivnosti mjerenja kvaliteta usluga. Na taj način se znatno smanjuju mogućnosti za poboljšanje efikasnosti upravljanja, unutrašnje organizacije i tržišne konkurentnosti. Ovo pitanje posebno dolazi do izražaja kada je riječ o zastupljenosti identifikacije zadovoljstva neposrednih korisnika. Na značaj menadžmenta kvaliteta ukazuju iskustva primjene mjerenja zadovoljstva korisnika u nekim sportskim i sportsko-rekreativnim organizacijama (Currie & Ipson, 2002; Jae Ko & Pastore, 2004; Carr & De Michele, 2010). Posebno su interesantna novija iskustva neprofitnih sportskih klubova iz prostora borilačkih sportova (Dačić, 2014; Nešić, Dačić & Srdić, 2014; Perić i sar., 2017), a koja mogu biti dobra „linija vodilja" i za plesne klubove u Republici Srpskoj.

U dosadašnjim istraživanjima koja su sprovođena u pojedinim sportsko-rekreativnim klubovima uglavnom su se elementi procjene kvaliteta odnosili na materijalne uslove (veličina objekta, arhitektonsko-građevinski kvalitet, prostor i sprave za vežbanje, lokacijska dostupnost i sl.). Mnogo manje istraživačke pažnje bilo je posvećeno kvalitetu sadržaja (vrsta i obim aktivnosti, tehnologija stručnog rada, edukativni koncept, vaspitna komponenta, itd.).

Prilikom konstruisanja instrumenta primijenjenog u ovoj studiji bila su korištena pozitivna iskustva iz karate sporta. U instrumentu (anketnog tipa i skalarne orijentacije) dominirala je indikatorska zastupljenost, kako materijalnih, tako i nematerijalnih aspekata kvaliteta. Mada se očekivalo da se faktorskom analizom izdvoje ove dvije komponente kvaliteta, analize su pokazale da je kvalitet rada plesnog kluba znatno bolje tretirati kao kao jedinstven prostor. Uspostavljanjem jednofaktorske strukture dostignuta je maksimalna parsimonija i potvrđena validnost upitnika SQDC, što predstavlja dobru preporuku za njegovu primjenu u neposrednoj praksi plesnih klubova. Dobroj metrici ovog instrumenta doprinijela je visoka unutrašnja saglasnost odabranih ajtema što pokazuje da se on može koristiti kao samostalna skala za procjenu kvaliteta sportskih usluga u plesnim klubovima.

Praktičnoj primjenljivosti instrumenta doprinosi i numerička priroda podataka. Ispitanici pojedine aspekte kvaliteta ocjenjuju skalarnim vrijednostima od 1 do 5 što omogućava izračunavanje deskriptivnih statističkih parametara, kao i primjenu većine komparativnih procedura iz prostora parametrijske statistike. Koristeći se tom mogućnošću, u ovom istraživanju su upoređivane prosječne ocjene kvaliteta dobijene u različitim subuzorcima (ispi-

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obtained in different subsamples (subjects with different length of dance experience). This detail is of particular importance in measuring the quality of sports services because the perception of individual quality elements depends on the characteristics of different user groups. For this study, it was important to determine whether members of the dance club, with different experience of practicing sports dance, but also direct users of dance club services, have the same (or different) experience of certain aspects of quality.

The hierarchical structure of the extracted factor shows that in the process of assessing the quality of services in a dance club, users perceive the overall experience of the consumed service most intensely. Although all quality factors are valued by positive experience, the most dominant influence in the factor is reflected in: positive experience of the club's program content (especially educational and development programs), quality of information availability to service users, quality of professional work (program realization), etc. The results collected by surveying users showed that the selected club provides sports, dance and recreational services of high quality. These data are important for the management of the club as they indicate the activities that need additional attention, in order to permanently improve the quality of the dance club. By evaluating individual quality elements, service users send clear information to management about where the reserves are for improving work.

Therefore, it can be considered that the services of a dance club should be accessible to the widest layers of interested citizens, given that they meet different needs and have different effects on potential users (Nešić, 2008). Therefore, it can be considered that they should also be characterized by a determinant - "at hand" to any interested individual (Nešić, Dačić & Srdić, 2014). Of course, it is difficult to comprehensively identify and classify all types of services that a dance club can provide to its users. One of the important reasons lies in the fact that day by day new user requirements appear, as well as new models of sports and sports-recreational content in general, including in the field of sports dance. However, the current practice of sports management has shown that most service activities can be classified into four basic categories (Nešić, 2013), which can certainly be applied in relation to dance: 1) services in the user's place of residence, 2) services outside the place of residence users, 3) current and new services, and 4) other (accompanying) services related to sports dance.

CONCLUSION

The conducted research, which took the form of a transversal empirical study, identified the expediency of

tanici sa različitom dužinom plesačkog staža). Ovaj detalj je od posebnog značaja u mjerenju kvaliteta sportskih usluga zato što percepcija pojedinih elemenata kvaliteta zavisi od osobina različitih grupa korisnika. Za ovu studiju je, tako, bilo važno da se utvrdi da li članovi plesnog kluba, sa različitim stažom upražnjavanja sportskog plesa, ali i direktni korisnici usluga plesnog kluba, imaju isti (ili različit) doživljaj pojedinih aspekata kvaliteta.

Hijerarhijska struktura ekstrahovanog faktora pokazuje da u procesu procjene kvaliteta usluga u plesnim klubu korisnici najintenzivnije percepiraju ukupni doživljaj konzumirane usluge. Mada sve činioce kvaliteta vrednuju pozitivnim iskustvom, najdominantiji uticaj u faktoru se ogleda u: pozitivnom doživljaju programskih sadržaja kluba (posebno edukativne i razvojne programe), kvalitet dostupnosti informacija korisnicima usluga, kvalitet stručnog rada (realizacija programa), itd. Rezultati prikupljeni anketiranjem korisnika pokazali su da izabrani klub pruža sportsko-plesne i rekreativne usluge visokog kvaliteta. Ovi podaci su značajni za menadžment kluba obzirom da ukazuju aktivnosti kojima je potrebno posvetiti dodatne pažnje, kako bi se permanentno unaprijeđivao kvalitet rada plesnog kluba. Vrednovanjem pojedinih elemenata kvaliteta, korisnici usluga šalju jasne informacije menadžmentu o tome gdje su rezerve za unapređenje rada.

Dakle, može se smatrati da usluge plesnog kluba treba da odlikuje dostupnost najširim slojevima zainteresovanih građana, obzirom da zadovoljavaju različite potrebe i imaju različito dejstvo na potencijalne korisnike (Nešić, 2008). Zbog toga se može smatrati da i njih treba da karakteriše odrednica – „na dohvat ruke" svakom zainteresovanom pojedincu (Nešić, Dačić & Srdić, 2014). Naravno da je teško izvršiti sveobuhvatnu identifikaciju i klasifikaciju svih vrsta usluga koje jedan plesni klub može da pruži svojim korisnicima. Jedan od bitnih razloga leži i u činjenici da se iz dana u dan pojavljuju novi zahtjevi korisnika, kao i novi modeli sportskih i sportsko-rekreativnih sadržaja uopšte, pa tako i u oblasti sportskog plesa. Međutim, dosadašnja praksa sportskog menadžmenta je pokazala da se najveći broj uslužnih aktivnosti može svrstati u četiri osnove kategorije (Nešić, 2013), što može svakako biti aplikativno i u odnosu na ples: 1) usluge u mjestu stanovanja korisnika, 2) usluge van mjesta stanovanja korisnika, 3) aktuelne i nove usluge, i 4) ostale (prateće) usluge vezane za sportski ples.

ZAKLJUČAK

Provedeno istraživanje, koje je imalo formu transverzalne empirijske studije, identifikovalo je svrsishod-

applying a questionnaire / scale intended and suitable for user assessment of the quality of services in a dance club. The applied questionnaire was a modified and adapted version of the SQKC instrument for assessing the quality of karate club services. One of the reasons for the valorization of this instrument and its application in the dance club can be found in the fact that dance clubs, just like karate organizations, predominantly belong to the non-profit sports organizations, the activity itself has the character of individual sport, age coverage of potential users is very dispersive (they can be practiced by people of all ages), it is receptive to people of both sexes and there is a specific interest of users for them. All this, as well as the fact that the SQKC questionnaire has very good metric characteristics, is suitable and easy to use for research, and is recommended for verification in other areas of non-profit sports organizations, conditioned the application of the procedure of modification and verification of metric characteristics of the questionnaire quality of dance club services, which in our research was called *Service Quality of a Dance Club* (SQDC).

Through several pilot studies, compared to the original version of the questionnaire, 15 stable items / indicators were defined that give a good metric to such a modified instrument. Using the procedure of checking the internal compliance of the SQDC scale (Scale Reliability Analysis), a high value of the Cronbach's Alpha coefficient was obtained (*Cronbach's Alpha* = .932), and factor analysis based on the analysis of principal components (*Principal Components Analysis*) with the method of oblique rotation (*Direct Oblimin*) its good validity (*KMO* = .904; Sig. = .000). The results of the applied statistical procedures showed a very high level of parsimony, which conditioned the obtaining and acceptance of a one-factor structure. The hierarchical structure has shown that the definition of the general factor of the quality of sports services is most influenced by items related to positive experiences of sports services provided by the dance club (quality of professional work, positive atmosphere, space resources, offered contents, educational programs, etc.). The presence of one (general) factor of service quality enabled the application of a unique scale for assessment, the end result of which is the average value calculated from the assessments by which the respondents evaluated certain aspects of quality. The value of the scalar averages of the evaluation of the quality of services of this dance club was not significantly influenced by the length of training - the period of use of services by users.

The application of the constructed questionnaire is shown on the example of the Dance Club "Gemma" from Banja Luka. Subsequent research is expected to test the

nost primjene jednog upitnika/skale namijenjenog i podesnog za korisničku procjenu kvaliteta usluga u plesnom klubu. Primijenjeni upitnik je bio modifikovana i prilagođena verzija SQKC instrumenta za procjenu kvaliteta usluga karate kluba. Jedan od razloga za valorizaciju baš ovog instrumenta i njegovu primjenu u plesnom klubu može se tražiti činjnici da plesni klubovi, baš kao i karate organizacije, dominantno pripadaju prostoru neprofitnih sportskih organizacija, sama aktivnost ima karakter inidivudalnog sporta, uzrasni obuhvat potencijalnih korisnika je veoma disperzivan (mogu da ih upražnjavaju osobe svih uzrasta), prijemčiv je osobama oba pola i za njih postoji specifično interesovanje korisnika. Sve ovo, kao i činjenica da SQKC upitnik ima veoma dobre metrijske karaktersitike, da je pogodan i lak za istraživačko korištenje, te da je preporučen za provjeru i u drugim oblastima neprofitnih sportskih organizacija, uslovila je primjenu postupka modifikacije i provjere metrijskih karakteristika upitnika namijenjenog korisničkoj procjeni kvaliteta usluga plesnog kluba, koji je u našem istraživanju nazvan *Service Quality of a Dance Club* (SQDC).

Kroz nekoliko probnih istraživanja, u odnosu na originalnu verziju upitnika, definisano je 15 stabilnih ajtema/indikatora koji ovako modifikovanom instrumentu daju dobru metriku. Primjenom postupka provjere unutrašnje saglasnosti SQDC sakle (*Scale Reliability Analysis*) dobijena je visoka vrijednost Kronbahovog alfa koeficijenta (*Cronbach's Alpha* = ,932), a faktorskom analizom zasnovanoj na analizi glavnih komponenti (*Principal Components Analysis*) sa metodom kose rotacije (*Direct Oblimin*) je utvrđena njena dobra validnost (*KMO* = ,904; *Sig.* = ,000). Rezultati primijenjenih statističkih procedura pokazali su veoma visok nivo parsimonije, što je uslovilo dobijanje i prihvatanje jednofaktorske strukture. Hijerarhijska struktura je pokazala da na definisanje generalnog faktora kvaliteta sportskih usluga najveći uticaj imaju ajtemi koji se odnose na pozitivne doživljaje sportskih usluga koje pruža plesni klub (kvalitet stručnog rada, pozitivna atmosfera, prostorni resursi, ponuđeni sadržaji, edukativni programi, itd.). Prisustvo jednog (generalnog) faktora kvaliteta usluga omogućilo je primjenu jedinstvene skale za procjenu čiji krajnji rezultat je prosječna vrijednost izračunata iz ocjena kojima su ispitanici vrednovali pojedine aspekte kvaliteta. Na vrijednost skalarnih proseka ocjena kvaliteta usluga ovog plesnog kluba nije značajnije uticao staž treniranja – period korištenja usluga od strane korisnika.

Primjena konstruisanog upitnika prikazana je na primjeru Plesnog kluba „Gemma" iz Banja Luke. Od narednih istraživanja se očekuje da prikazani upitnik pro-

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presented questionnaire at other dance clubs, and starting from the good metric characteristics of the SQDC questionnaire obtained in this study, it is realistic to expect it to prove reliable in other similar sports dance organizations.

vjere i na drugim plesnim klubovima, a polazeći od dobrih metrijskih karakteristika SQDC upitnika dobijenih u ovoj studiji, realno je očekivati da se pokaže pouzdanim i u drugim sličnim organizacijama sportskog plesa.

Announcemet
We announce that the authors have equally contributed to this paper.

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Izjavljujemo da su autori podjednako doprineli radu.

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There is no conflict of interests among the authors themselves.

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