The Effect of Service Quality and Incentives on Satisfaction and Motivation of Student Athletes in the Pandemic Period

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Abstract: This study aimed to examine the effect of service quality and incentives on satisfaction and motivation of student athletes at the Education and Sport Training Center (ESTC) during the Covid-19 pandemic. This study was conducted with a mixed method. The study participants were 33 athletes in the ESTC Yogyakarta, Indonesia from 5 sports which were taken by total sampling. Data were analyzed using Structural Equation Modeling. It was found that there was an effect of service quality on satisfaction P-values of 0.024 < significant 0.05, incentives had no effect on satisfaction. P-values were 0.055 > significant 0.05, athlete satisfaction had an effect on the motivation of athletes P-values were 0.001 < significant 0.05, and incentives have an effect on the motivation of athletes with P-Values of 0.008 < from a significant of 0.05, and the quality of service has an effect on the motivation of athletes of P-Values by 0.008 < significant of 0.05. This study concluded that service quality has a significant effect on athlete satisfaction and motivation to train, and incentives and satisfaction have a significant effect on athletes' motivation to train, but incentives have no effect on athlete satisfaction.
Keywords: service, satisfaction, motivation, student athletes, sports training centre

1. Introduction

Covid-19 stands for Corona Virus Desease which causes disease due to the virus (Lesser & Nienhuis, 2020; Scerri & Grech, 2020; Woods et al., 2020). Corona virus is considered a deadly virus with or without symptoms. Therefore, the government made a policy to carry out a pandemic for the community, especially the Indonesian people (Liu, 2020; Pillay et al., 2020; Xie et al., 2020). The COVID-19 pandemic has spread to almost all countries in the world (Escamilla-Fajardo et al., 2020; Lesser & Nienhuis, 2020). As a result of the spread of this virus, according to suggestions from the government, all Indonesian people must follow health protocols, one of which is to carry out social restrictions (Pillay et al., 2020; Samah et al., 2019; Scerri & Grech, 2020). The whole community must be involved to fulfill health protocols so that every activity must be limited. Social and physical distancing measures, the temporary closure of business activities, schools and overall social life, have become common to limit the spread of disease, which have also disrupted many aspects of general life, including sports and physical activity. (Gilat & Cole, 2020; Peña et al., 2021; Woods et al., 2020). Other restrictions were placed on training programs due to social restrictions, closure of training facilities, loss of face-to-face access to coaches, and lack of supporting personnel causing tremendous uncertainty and stress, anxiety and frustration among athletes (Lesser & Nienhuis, 2020; Liu, 2020; Xie et al., 2020).

One of the long-term athlete development programs is Education and Sport Training Center (ESTC) (Gentner, 2004; Saragih & Anggadwita, 2016). Based on observations and interviews with ESTC managers in the Special Region of Yogyakarta (DIY), ESTC is one of the activities affected by the implementation of social restrictions and enforcement of health protocols during the COVID-19 pandemic, in which ESTC athletes partially cannot live in dormitories because of restrictions (Maugeri et al., 2020). The exercise should be carried out by prioritizing the enforcement of health protocols (Peña et al., 2021; Vancini et al., 2021; Wong et al., 2020). Less supervision of exercise, study and rest schedules for athletes who do not live in dormitories, including poorly controlled athletes' nutritional intake (Greenwell et al., 2002). The training environment is not supportive due to concerns about the spread of the Covid 19 virus, with the massive addition of positive cases of Covid 19. So that due to social restrictions many impacts arise, especially on athletes who have very minimal training schedules (Escamilla-Fajardo et al., 2020; Woods et al., 2020).

Service quality and incentives for athlete satisfaction and motivation are very important to note (Eys et al., 2007; Hyun & Jordan, 2020). Given that athletes are artists who are in the field of sports who are able to raise the good name of the country (Berber & Mollaoğulları, 2020; Tan & Pyun, 2015; Thamnopoulos et al., 2012). In this pandemic, many athletes are low on motivation. This is due to the reduced exercise schedule that triggers lacking self-confidence (S. Y. Lee & Kim, 2014; Theodorakis et al., 2001). Confidence is one of the intrinsic motivations of athletes (Graikinis, 2019). In addition, good service quality and providing incentives will make athletes more

enthusiastic to train to be the best (Amorose et al., 2016; Burns et al., 2012; Parker et al., 2018). In this case, high motivation will make athletes more enthusiastic and able to spur themselves on the desired success (Günel & Duyan, 2020; Keegan et al., 2014; Malinda et al., 2019).

In the situations and challenges that athletes have to face during this pandemic, it is important to ensure the fulfillment of the needs and welfare of athletes while participating in the Student Education and Training program and to ensure the level of motivation of athletes. The objectives of this study were (1) to determine the effect of service quality on ESTC athlete satisfaction, (2) to determine the effect of incentives on ESTC athlete satisfaction, (3) to determine the effect of satisfaction on the motivation of ESTC athletes.

This study is very important because the results of this study can help ESTC managers understand problems well and identify management's strong and weak points, which can be used as material for study and evaluation in compiling further program designs and can be used as momentum in redesigning the national sports ecosystem towards a better direction.

2. Literary Review

Service Quality

Service Quality is the comparison of customer satisfaction with the performance of the service received (Günel & Duyan, 2020; Schijns1 & Caniëls2, 2016). Parasuraman develops the service concept into five dimensions of service quality consisting of tangibles, reliability, responsiveness, assurance, and empathy (Hyun & Jordan, 2020; Shapiro & Malone, 2016; Theodorakis et al., 2001). The quality of service in the last decade has attracted the interest of sports studyers in the context of sports clubs mainly because of its effect on athletes, namely several psychological and behavioral benefits such as engagement, identification, satisfaction and loyalty (Fida1 et al., 2020; Yoshida & James, 2010).

Incentives

Fees or incentives are remuneration provided by a company that can be valued in money and tends to be given regularly (Gillet et al., 2010; Overbye et al., 2013). The philosophy of reward management should be strategic in the sense that "rewards are for the long term in terms of how people should be rewarded for what they do and what they achieve (Armstrong & Wilkinson, 2007). An Olympic or national athlete needs dedication, self-discipline, passion and effort and these athletes must maintain this attitude consistently throughout their career as athletes (Rbehat et al., 2018; Tinaz & Yılmaz, 2016). In Indonesia, the awarding of outstanding athletes is regulated in the National Sports System Law.

Athlete Satisfaction

Customer satisfaction shows the extent to which products and services meet or exceed customer expectations (Payne & Frow, 2013; Schijns1 & Caniëls2, 2016; Van Leeuwen et al., 2002). Customer satisfaction is a combination of emotional and cognitive responses, where service quality plays an important role to influence cognitive responses (Amemiya & Sakairi, 2019). In other words, service quality affects student satisfaction at sports facilities (Tan & Pyun, 2015).

Athlete satisfaction is similar to the more general definition of life satisfaction offered by many definitions of athlete satisfaction including the public perception that their needs are being met (Campbell et al., 1976; Parker et al., 2018). Satisfaction occurs when the athlete's needs are met (Riemer and Toon, 1998; Riemer & Chelladurai, 2001). Conversely, dissatisfaction is most likely to occur when the athlete's needs are not met (Gentner, 2004).

Motivation

Motivation and its relation to sports behavior are less understood than some of the other psychological constructs for a number of reasons. First, motivation results from the interaction of many people and various factors. For example, internal motives (e.g. need for friendship) and / or external motives (e.g. gifts of money) that can encourage people to act (Clancy et al., 2016; Mallett & Hanrahan, 2004). Nevertheless, motivation is a great resource for improving performance and demonstrating positive experiences in sports (Amorose et al., 2016; Furenes et al., 2019; Moreno-Murcia et al., 2019).

Several studies have shown that some of the things that motivate sports participation are skill development, recreation, learning new skills, competition and physical health (Adams et al., 2017; Clancy et al., 2016; Deci & Ryan, 1985). Sports psychologists are interested in understanding the original reasons why people engage in sports and their commitment to participating (Bahrami & Dana, 2020; Deci & Ryan, 1985).

Motivation is seen as a key element of achievement for athletes in sports (Fitriati et al., 2014; Gould et al., 2002). In this regard, studies related to motivation in sports and training can generally be grouped under two objectives. The first is to understand why some people are interested in sports and training and why they exercise,

why others are not interested in sports and why they do not. The second objective is motivation to achieve, its impact on sport and motivational strategies (Bahrami & Dana, 2020; Kucukibis & Gul, 2019).

3. Material and Methods

This type of study is descriptive with a mixture of qualitative and quantitative methods. The population in this study were 33 athletes in Yogyakarta, Indonesia from 5 sports. This study used total sampling, because the population was less than 100 people. Data collection techniques using a google form questionnaire. The data analysis technique used SEM with the Smart-PLS program. The hope of this study is to show the actual situation that occurs in athlete development in Yogyakarta, Indonesia through the indicators and variables below:

a. Service quality variable (X1): dependent variable
b. Incentive Variable (X2): dependent variable
c. Variable of athlete satisfaction in ESTC (Y1): independent variable
d. Motivation of athletes in ESTC (Y2): Independent variable

The study model and hypotheses in this study can be described and explained:

Study Hypothesis

a. There is a correlation between indicators and variables.
b. There is a relationship between the dependent variable and the independent variable.
c. The existence of linear regression between the dependent variable and the independent variable.

Study Structural Equation Modeling

Figure 1 below will help us find the correlation that will exist between the indicator and the variable, and the two correlations that will exist between the variables themselves like the study hypothesis shown above in A. This study structural equation modeling has four variables and six indicators, 4 indicators (boarding, consumption, equipment, and health) for service quality variables; three indicators (practice, compete and learn) for the independent variables of motivation; one independent variable indicator of satisfaction attitudes; two indicators of motivation for the dependent variable Incentives (allowance and rewards). Everything will be shown in figure 1:

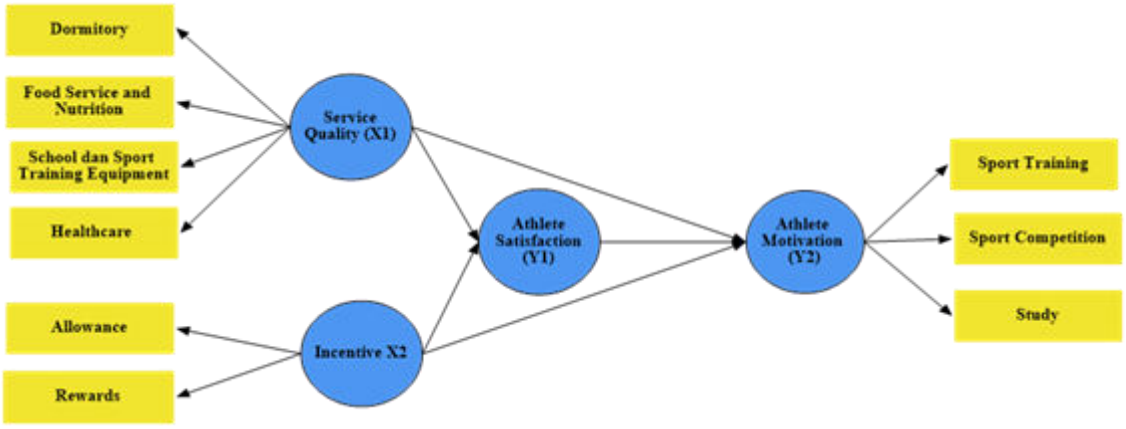

Figure 1. The Study Structural Equation Modeling

4. Result

The results of this study are presented as follows: Table 1 shows the latent variables of Alpha Cronbach, Composite Reliability CR, and Average Variance Extracted (AVE). Internal consistency reliability was assessed by evaluating the combined reliability of all constructs. In this study, all composite reliability values were above 0.70. Construct validity is the extent to which items measure (Hiba & Faisal, 2018). To test construct validity, we tested convergent validity and discriminant validity. Convergent validity is the extent to which the AVE measure reflects the mean communality for each latent factor (Nimon, 2012), and must be 0.50 or higher (Hiba & Faisal, 2018; Ndayisenga & Tomoliyus, 2019).

Table 1. Internal consistency reliability (CR) and convergent validity (AVE)

Matrix	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Assurance	0.886	0.921	0.746
Emphaty	0.897	0.925	0.711
Incentive	0.861	0.935	0.877
Satisfaction_Athlete	0.877	0.942	0.891

Quality_Service	0.980	0.981	0.663
Motivation_Athlete	0.965	0.969	0.704
Reliability	0.789	0.904	0.826
Responsiveness	0.935	0.951	0.795
Tangible	0.961	0.966	0.740

AVE value is good if it has a value greater than 0.50. The results above show that the AVE value of the study model for all study variables has a value above 0.5 so that the AVE value for discriminant validity testing has met for further testing.

The AVE sub-indicator value of service quality, overall service quality, incentives, satisfaction, and motivation has an AVE value above 0.50. Thus, the Discriminant Validity test has been fulfilled as well as the Convergent Validity test so that it can be concluded that the study model is valid, as shown in Table 1.

The cronbach's alpha value from the study model shows that each variable has a cronbach's alpha value above 0.70. From these results it can be concluded that the study model has met the Cronbach's alpha value and this study is declared reliable.

The composite reliability value of the study model shows that each variable has a composite reliability value above 0.70. From these results it can be concluded that the study model has met the composite reliability value and this study is declared reliable.

Path Coefficient Test Results

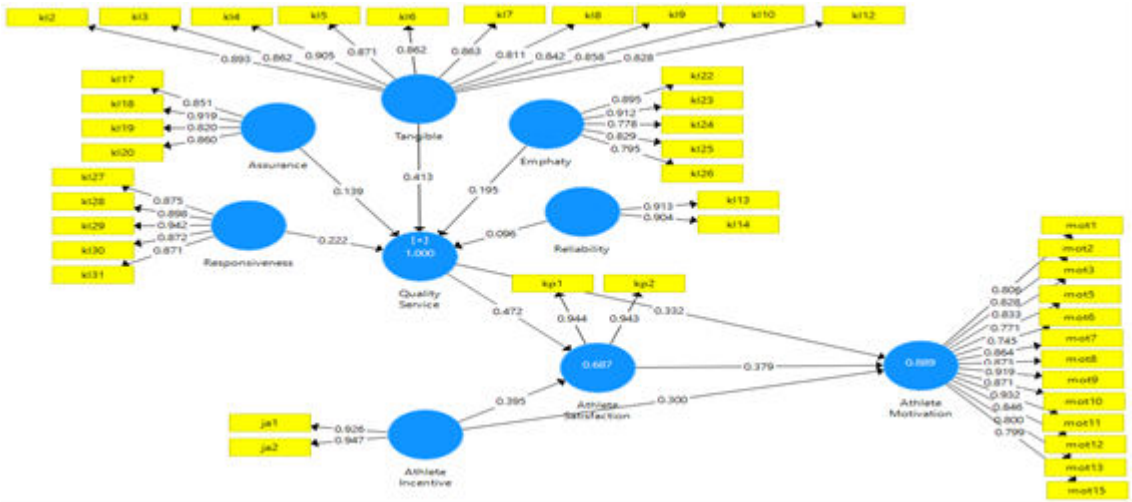

Figure 2. Algorithm SEM Model

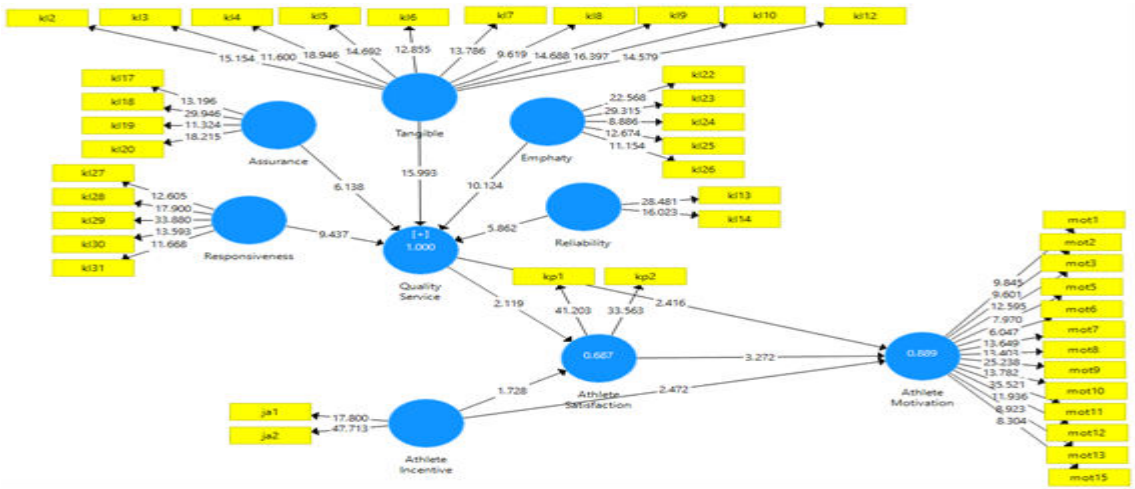

Figure 3.SEM Bootstrapping Model

The results of the models in Figure 2 and Figure 3 can be obtained a recapitulation as in Table 2:

Table. 2 Path Coefficient, Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Services_Atlet ->Atlet_Satisfaction	0.395	0.414	0.247	1,601	0.055
Incentive -> Motivation_Atlet	0.300	0.308	0.125	2,402	0.008
Satisfaction_Atlet -> Motivation_Atlet	0.379	0.363	0.115	3,300	0.001
Service_Quality ->Atlet_ Satisfaction	0.472	0.453	0.239	1975	0.024
Service_Quality -> Atlet_ Motivation	0.332	0.338	0.138	2,415	0.008

1) Service quality has a significant effect on satisfaction. The T-Statistic value is 2.119 and the P-Values is 0.017 (the significance is less than 0.05). The coefficient value is positive, which is equal to 0.472, which means that there is a positive influence or it can be said that the better the service quality, the higher the athlete's satisfaction, and vice versa.
2) Incentives for athletes have a significant effect on satisfaction. The T-Statistic value is 1.686 and the P-Values is 0.042 (the significance is less than 0.05). The coefficient value is positive, which is equal to 0.395 which means that there is a positive influence or it can be said that the better the athlete's incentive, the higher the athlete's satisfaction will be and vice versa.
3) Athlete satisfaction has a significant effect on athlete's motivation. The T-Statistic value is 3.272 and the P-Values is 0.001 (the significance is less than 0.05). The coefficient value is positive, which is equal to 0.379, which means that there is a positive influence or it can be said that the better the athlete's satisfaction, the higher the athlete's motivation will be and vice versa.
4) Service quality has a significant effect on the athlete's motivation. The T-Statistic value is 2.416 and the P-Values is 0.008 (the significance is less than 0.05). The coefficient value is positive, which is equal to 0.332, which means that there is a positive influence or it can be said that the better the service quality, the higher the athlete's motivation will be and vice versa.
5) The athlete's incentive has a significant effect on the athlete's motivation. The T-Statistic value is 2.472 and the P-Values is 0.007 (the significance is less than 0.05). The coefficient value is positive, which is equal to 0.300, which means that there is a positive influence or it can be said that the better the athlete's incentive, the higher the athlete's motivation will be and vice versa.

Table 3. Specific Indirect Effects, Mean, STDEV, T-Values, P-Values

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (| O/STDEV |)	P Values
Athlete_Incentive -> Athlete_Satisfaction -> Athlete_Motivation	0.150	0.158	0.103	1.456	0.073
Quality_Service -> Athlete_Satisfaction -> Athlete_Motivation	0.179	0.161	0.094	1.899	0.029

Specific Indirect Effects, as shown in Table 3, can be described as follows:
1) Service quality has a significant effect on athlete motivation through athlete satisfaction. The T-Statistic value is 1,899 and the P-Values is 0.029 (the significance is less than 0.05). The coefficient value is positive, namely

0.179 which means that there is a positive indirect effect or it can be said that satisfaction mediates positively on the effect of service quality on motivation.
2) Athlete services do not have a significant effect on athlete motivation through athlete satisfaction. The T-Statistic value is 1.456 and the P-Values is 0.073 (significance greater than 0.05).

Evaluating R2 Value and Simultaneous Test

Table 4.R Square, Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (|O/STDEV|)	P Values
Athlete_Motivation	0.889	0.894	0.060	14.802	0.000
Athlete_Satisfaction	0.687	0.708	0.103	6.673	0.000

The value of R Square and the Simultaneous Test, as shown in Table 4, can be explained as follows:

a. The value of R square of the influence of service quality and athlete services on athlete satisfaction is 0.687 which means that the variable of service quality and athlete services is able to affect athlete satisfaction by 0.687 or 68.7%. The simultaneous effect of service quality and athletic service quality variables on athlete satisfaction can be done by calculating the f count / fstatistic using the formula below.

$R^2 = 0{,}687$

$$\text{F count} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$\text{F count} = \frac{\frac{0.687}{(2-1)}}{1-0{,}687/(33-2)}$$

F count = 68,042

The F table value at (df1 = 2-1; df2 = 33-2) alpha 0.05 is 4.160. This means that f count > f Table, so there is a simultaneous effect of service quality and athlete services on athlete satisfaction.

b. The score of R square of the effect of service quality, athlete service, and athlete satisfaction on motivation is 0.889 which means that the variables of service quality, athlete service, and athlete satisfaction can affect motivation by 0.889 or 88.9%. The simultaneous influence of the variable service quality, athlete service, and athlete satisfaction on motivation can be done by calculating the f / f statistic using the formula below.

$R^2 = 0{,}889$

$$\text{F count} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$\text{F count} = \frac{\frac{0.889}{(3-1)}}{1-0{,}889/(33-3)}$$

F count = 120,135

The value of the F table at (df1 = 3-1; df2 = 33-3) alpha 0.05 is 3,316. This means that f count> f Table, so there is a simultaneous effect of service quality, athlete service, and athlete satisfaction on motivation.

Validating the Overall Structural Model with the Goodness of Fit Index

The purpose of conducting the Goodness of Fit Index (GoF) test is to validate the combined performance of the measurement model (outer model) and the structural model (inner model) obtained through the following calculations:

$\text{GoF} = \sqrt{AVE \; x \; R^2}$

$\text{GoF} = \sqrt{0{,}784 \; x \; 0{,}788}$

$\text{GoF} = \sqrt{0{,}618}$

GoF = 0,786

Information:

AVE = (0,663+0,877+0,891+0,704)/4 = 0,784

R square = (0,687+0,889)/2=0,788

The results of the calculation of the Goodness of Fit Index (GoF) show a value of 0.786. Based on these results, it can be concluded that the combined performance of the measurement model (outer model) and the structural model (inner model) as a whole is good because the Goodness of Fit Index (GoF) value is more than 0.25 (moderate scale).

5. Discussion

The findings of this study indicate that boarding facilities are an important concern for athletes. This result is also supported by study conducted by Aslan & Kocak (2011), cleanliness, safety of personal items, easy access to facilities, emergency preparedness and provision of safety education are what customers want most. The service quality variable for the indicators of the bed provided and the dining room shows the most assessment with an average of 3.70. While the lowest indicator with an average of 3.19 is statistically quite good, which is indicated by an average above 3, but the indicator of isolation room / health room for sick athletes is an indicator of the service variable with the lowest average.

In the incentive variable, the monthly allowance indicator obtained the highest average rating of 3.45. This means that athletes generally think that giving an allowance every month is good enough. The lowest indicator is the rewards indicator with an average of 3.39, which is statistically quite good, which is indicated by an average of above 3, but there are still some athletes who give a poor rating. Rbehat et al (2018) prove that there is a significant relationship between incentives (financial, moral) and job satisfaction, or between incentives and job performance, whether this relationship is positive or negative. The relationship is positive when employees are satisfied with their incentives regardless of the type of incentive. Conversely, the relationship is negative when employees are dissatisfied with their incentives regardless of the type of incentive. The more positive the attitude towards financial incentives, the more job satisfaction will increase (Erbaşı & Arat, 2012).

The quality of service in terms of facilities is consistent and is undoubtedly a key factor in sporting events (Lee, et al, 2016). In the athlete's satisfaction variable, the indicator for the monthly allowance service that is fast and precise, the highest average is 3.39. Meanwhile, the lowest indicator is the speed of consumption officers responding when there is a complaint in terms of the presentation of consumption with an average of 3.27 which is statistically quite good, which is indicated by an average above 3 but is an indicator of the satisfaction variable with the lowest average. The direct effect of service quality on satisfaction is proven empirically (Subrahmanyam, 2017).

Sports motivation is a complex and multidimensional phenomenon. It is influenced by many factors and can lead to a number of consequences. Furthermore, not only has intrinsic motivation and regulation been identified as important to enable athletes to experience satisfactory participation in sports, but this self-determined form of motivation also leads to higher levels of achievement (Maugeri et al., 2020). The findings in this study indicate that the athlete's motivation variable for indicators of training according to schedule and enthusiasm to be able to compete in national championships is the highest indicator with an average of 3.67. Meanwhile, the indicator for eradicating disease dens which is carried out routinely has the lowest average of 3.24.

The proposed study model is to examine motivation through satisfaction, service quality and incentives in the Student Education and Sport Training Center . With the above statement it can be seen that there is a strong positive relationship between indicators and variables. Service quality directly affects athletes 'satisfaction, service quality also directly affects athletes' motivation. Incentives do not directly affect athletes 'satisfaction, but directly affect athletes' motivation. The effect of the influence of athlete satisfaction as an intervening variable between service quality and motivation is directly influenced by good service quality management through its indicators. The original sample results, Structural Equation Modeling (SEM) and linear regression statistical calculations prove that there is a strong positive relationship and a significant effect between service quality on athlete satisfaction, while incentives on athlete satisfaction are not significant. Motivation of athletes is strongly influenced by incentives and athletes' satisfaction with service quality. In an economic environment affected by the Covid 19 pandemic, service quality must be prioritized. All hypotheses are verified and confirmed.

6. Conclution

Based on the results of the study and discussion that has been stated, it can be concluded that the strong relationship between service quality and athlete satisfaction at the Student Education and Sport Training Center has been shown to be the basis for increasing athletes' motivation. As such, service quality and incentives become powerful management tools that help administrators of Student Athletes decide how to structure programs to increase athlete satisfaction and motivation. Service quality directly affects athlete satisfaction. It can be said that athletes will believe in the Student Education and Sport Training Center , if the manager increases attention to physical facilities, including boarding facilities, training sites, food, training equipment, competitions and schools, health, protection against the possibility of contracting diseases and providing regular and appropriate incentives target. In addition, managers are able to establish close kinship relationships and simultaneously communicate using empathy, where managers must listen more when there are complaints from athletes, so that managers can dig deeper into the wishes and complaints of athletes, which can then be given the right, fast and correct careful solution so that the Student Education and Sport Training Center can be realized as a sports ecosystem that supports the increased achievement of athletes' achievements.

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