

T.C.
YAŞAR ÜNİVERSİTESİ
GRADUATE SCHOOL OF SOCIAL SCIENCES
BUSINESS ADMINISTRATION
M.B.A THESIS

EFFECTS OF PSYCHOLOGICAL COMMITMENT AND ITS DIMENSIONS
OVER FOOTBALL FANS' SUPPORTED TEAMS LICENSED PRODUCTS:
A CASE OF GALATASARAY FOOTBALL CLUB

Metehan IGNECI

Supervisor
Assoc. Prof. Çağrı Bulut

Izmir, 2014

YEMİN METNİ

Yüksek Lisans/Doktora Tezi olarak sunduğum “...Effects of Psychological Commitment and Its Dimensions Over Football Fans’ Supported Clubs Licensed Products: A Case Study Over Galatasaray Football Club.....” adlı çalışmanın, tarafımdan bilimsel ahlak ve geleneklere aykırı düşecek bir yardıma başvurmaksızın yazıldığını ve yararlandığım eserlerin bibliyografyada gösterilenlerden oluştuğunu, bunlara atıf yapılarak yararlanılmış olduğunu belirtir ve bunu onurumla doğrularım.

.../.../.....

33

Adı SOYADI İmza

Metehan İGNECİ

ACKNOWLEDGMENTS

Firstly I would like to thank my supervisor Assoc. Prof. Çağrı Bulut for his utmost support especially in the times when things were not going well. Without his wisdom this thesis would not be concluded. Secondly I would like to thank all of my distinguished professors and colleagues for their priceless motivation. Lastly I would like to thank my family and friends for their patience and understanding of my affiliation with Galatasaray football club.

« Ce que je sais de la morale, c'est au football que je le dois. »

Albert Camus

French writer and philosopher (1913 – 1960)

ABSTRACT

MBA Thesis

EFFECTS OF PSYCHOLOGICAL COMMITMENT AND ITS DIMENSIONS OVER FOOTBALL FANS' SUPPORTED TEAMS LICENSED PRODUCTS: A CASE OF GALATASARAY FOOTBALL CLUB

METEHAN İĞNECİ

Yaşar University
Graduate School of Social Sciences
Master of Business Administration

Football is the most popular sport in the world and displaying an expanding trend in terms of economic sense every passing year. On the other hand football is meaningful with the inclusion of the fans and commitment of the fans actually provides continuance to the beautiful game. This thesis study aims to show the effect of psychological commitment and its dimensions over football fans' supported teams licensed product over a study conducted over Turkish giants Galatasaray.

In order to analysis proposed affiliation a questionnaire had been designed and dispatched for the fulfillment of 627 Galatasaray fans. The results of the survey revealed the relationships between psychological allegiance, identification and knowledge over customer satisfaction, customer recommendation and brand loyalty.

Keywords: Sports Marketing, Sports Management, Brand Loyalty, Consumer Behaviour, Psychological Commitment

ÖZET

İngilizce İşletme Yüksek Lisans Tezi

PSİKOLOJİK BAĞLILIK VE BOYUTLARININ FUTBOL TARAFTARLARININ DESTEKLEDİĞİ TAKIMLARIN LİSANSLI ÜRÜNLERİ ÜZERİNDEKİ ETKİSİ: GALATASARAY FUTBOL KLUBÜ ÜZERİNE BİR ARAŞTIRMA

METEHAN İĞNECİ

Yaşar Üniversitesi
Sosyal Bilimler Enstitüsü
İşletme Anabilim Dalı

Futbol dünyanın en popüler sporu olmakla birlikte her geçen gün daha fazla globalleşmekte ve ekonomik açıdan değişen ve yükselen bir trend göstermektedir. Ancak her ne kadar ekonomik boyutu oldukça önem taşısa da futbolun akciğerini taraftarlar olduğunu söylemek yanlış olmayacaktır. Bu tez çalışması psikolojik bağlılık ve değişkenlerinin klüplerin lisanslı ürünleri üzerindeki etkisini Türkiye'nin büyük klüplerinden Galatasaray üzerinden ölçmeyi hedeflemektedir.

Önerilen hipotezlerin ölçülmesi amacıyla 627 Galatasaray taraftarına bir anket uygulanmıştır. Bu anket araştırması sonucunda psikolojik bağlılık ve değişkenlerinden özdeşleştirme, psikolojik sadakat ve bilgi ile müşteri tatmini, müşteri tavsiyesi ve marka bağlılığı arasındaki ilişkiler ortaya konulmuştur.

Anahtar Kelimeler: Spor Pazarlaması, Spor Yönetimi, Marka Bağlılığı, Tüketici Davranışları, Psikolojik Bağlılık

CONTENTS
EFFECTS OF PSYCHOLOGICAL COMMITMENT AND ITS DIMENSIONS
OVER FOOTBALL FANS' SUPPORTED TEAMS LICENSED PRODUCTS:
A CASE OF GALATASARAY FOOTBALL CLUB

FORM OF OATH	ii
ACKNOWLEDGMENTS	iii
ABSTRACT	iv
ÖZET	v
CONTENTS	vi
INTRODUCTION	vii
ABBREVIATIONS	ix
LIST OF TABLES	x

First Chapter	
Introduction	2
Second Chapter	
LITERATURE REVIEW	
2.1 Brand Loyalty	4
2.1.1 Customer Satisfaction	9
2.1.2 Customer Recommendation	14
2.2 Psychological Commitment	17
2.2.1 Identification	19
2.2.2 Psychological Allegiance	23
2.2.3 Knowledge	25
Third Chapter	
METHODOLOGY	
3.1 Research Purpose	28
3.2 Research Approach and Strategy	29
3.3 Scales and Questionnaire Design	30
3.4 Sampling and Data Collection	34
Fourth Chapter	
ANALYSES AND RESULTS	
4.1 Factor Analysis	35
4.1.1 Psychological Commitment	35
4.2.2 Brand Loyalty	36
4.2 Reliability Analysis	38

4.3 Correlation Coefficients, and Standard Deviation Values for All Variables	39
4.4 Structural Model and Regression Analyses	40
4.4.1 Regression Analysis About the Effects of Dimensions of Psychological Commitment on Brand Loyalty	41
4.4.2 Regression Analysis About the Effects of Dimensions of Psychological Commitment on Customer Satisfaction	42
4.4.3 Regression Analysis About the Effects of Dimensions of Psychological Commitment on Customer Recommendation	42

Fifth Chapter

CONCLUSIONS

5.1 Results of Study	44
5.2 Overall Purpose	44
5.3 Limitations and Recommendations for Further Researches	47
6. References	49
APPENDIX 1	60

ABBREVIATIONS

WOM	Word of Mouth
PCTS	Psychological Commitment to Team Scale
FIFA	Fédération Internationale de Football Association
UEFA	Union of European Football Associations
TSL	Turkish Super League
TT Arena	Turk Telekom Arena

LIST OF TABLES

Tables

Page

Factors About Psychological Commitment	37
Factors About Brand Loyalty	38
Results About Reliability Analysis	39
Correlation Coefficients, and Standard Deviation Values for All Variables	40
Effects of Dimensions of Psychological Commitment On Brand Loyalty	41
Effects of Dimensions of Psychological Commitment On Customer Satisfaction	42
Effects of Dimensions of Psychological Commitment On Customer Recommendation	

Introduction

Non-arguably the most popular sport in the today's world, football unites many aspects of life in the green pitch. Football represents, marks and explains multiple dimensions such as; cultural backgrounds, political views, sociological incidents and even national boundaries. With football's unique position between societal expression and entertainment sector, creation and evaluation of a new and tremendous market, which includes fans of the clubs, was inevitable.

In football environment's current status quo, the purchasing behavior of football fans carries a pivotal role. In order to survive in a pure competitive environment, comply with the financial regulations and be successful both in and out of the pitch football club marketers try to exploit the loyalty and commitment of the football fans by selling them licensed products in a range between season tickets to luxury products.

Main purpose of this study is to reveal the antecedents of sports clubs licensed products in context of a developing and EU candidate Turkey. One football team from the Turkish Super League, the acclaimed and titleholder Galatasaray has been elected for following reasons.

Galatasaray has been established in 1905 as the first football club in Turkey, from the ranks of *Lyceé de Galatasaray*. In comply with the secular and inalterable motto of "*beating teams that are non-Turkish*" Galatasaray is the most successful football team in the European competitions by winning the UEFA cup and European Super Cup for the first and only time in Turkish history as well as winning the domestic league title 19th times which is currently league's best. Many of team's achievements in the European pitch have been evaluated as the success of Turkish nation and matched with Turkey's long pending European Union acceptance (Bora & Senyuva, 2011, Polo, 2011).

When compared with closest rival in domestic league, Galatasaray ranks top among them in terms of brand value in the latest rankings. Where Galatasaray is the world's most valuable 17th team, Fenerbahce and Besiktas were 22th and 36th

respectively (Brandirectory, 2013). On the other hand Galatasaray football team's *UltrAslan* is acclaimed as one of the most loyal and passionate fandom throughout the World by many sport magazines and academicians (Turner, 2012; Spaaij & Vinas, 2006; So Foot.com, 2013; Battini, 2012; Rizzo, 2013).

Galatasaray's home ground is *Türk Telekom Arena, Ali Sami Yen Spor Kompleksi* that is located in Seyrantepe, Istanbul currently sold out for season. On the other hand Galatasaray's official Twitter account rank 3rd in the world standings after Barcelona FC and Real Madrid which accumulates a competitive advantage for Galatasaray football club to better market their licensed products through the social media channels.

Literature in sports marketing, particularly in consumer behavior on sports marketing, referred here as fan behavior, focuses on several consumer behavior factors such as psychological commitment and mainly psychological commitment's dimensions; identification, psychological allegiance and knowledge. Grounded on Mahony, et al (2000)'s psychological commitment on team scale study, psychological commitment has advanced with the studies of Funk & Pastore, 2000; Mahony, et al , 2000; Kwon & Trail, 2003; Klugman, 2009. This study not only covers Mahony, et al (2000)'s scale but also additionally enhanced with adopted elements from the studies of Backman & Crompton, 1991; Donovan, Carlson, & Zimmerman, 2005; Funk & Pastore, 2000 and Gladden & Funk, 2002.

Purpose of this study is to show the concrete relationship between psychological commitment of the football fans to their supported teams licensed products and therefore present the pivotal role of fans in the growth of football clubs as businesses by measuring their purchasing behavior reactions. On the other hand with the proposed hypotheses this study aims to measure the effect of the dimensions of psychological commitment's on brand loyalty, customer satisfaction and customer recommendation.

Psychological commitment factors (i.e. identification, psychological allegiance, knowledge) and loyalty to clubs' licensed products and satisfaction utilized from them is the main focus of a new, large and potent market. To increase

the share from this potent market football clubs need to understand the motivators triggering the fan behavior to prefer football clubs' licensed product rather than other substitute products available in the market.

This study discusses mentioned opportunity for Galatasaray one of the top ranking clubs in the Turkey and the Europe because Turkish football club marketers and directors need to better understand their fans' attitudes of preference and purchasing behaviors for products that is licensed merchandise of the club such as jerseys, season tickets, miscellaneous and luxury products. Therefore this thesis aims to put forward Turkish fans' attitudes towards their supported club's products by an empirical evidence of Galatasaray SK.

This thesis, psychological commitment of fans on licensed product satisfaction investigates the affect of psychological commitment after this introduction. Second chapter will cover the literature review of psychological commitment and loyalty towards a brand -referred here as a football club- , football's societal expression and the satisfaction utilized by the fans from the licensed products of the football clubs therefore the hypotheses are developed in this chapter. Third and fourth sections are about the development of data gathering, methodology and analysis covering the result of hypothesis. Fifth section concludes the thesis with recommendation to both researchers and practitioners while taking research constraints into account.

2. Literature Review

2.1 Brand Loyalty

Loyalty is an unavoidable factor in many aspects of life. For centuries old, since the beginning of time humankind's search for loyalty in their relationships have not ended. When you think about a regular reader who wants something to read is eventually come up with a story betrayal in it. Therefore in this modern age some of the old terms become more and more essential to preserve. As the intermediaries of this modern age, brands seek loyalty from their consumers. Forming a database consisting of "loyal customers" has been recognized as a path of glory for a brand to be able to compete in a highly competitive environment. Hence maintaining continuous purchase behavior in customers' mind-set becomes a strategic goal for organizations that aims to preserve and increase their current situation on market and profitability (Abdelmajid, 1998; Klugman, 2009).

Phenomenon of brand loyalty had been studied by many researchers and practitioners (Farley, 1964, Tucker, 1964, Day, 1969, Jacoby, 1971, Aaker, 1996, Kumar & Shah, 2004 so forth) throughout the years and can be evaluated as a vital factor in terms of providing a sustainable growth towards an organization as well as a brand and can be defined with customer's purchasing behaviors favoring a one brand against other brands in the market and has been discussed in traditional marketing framework in two dimension; attitudinal and behavioral (Gommans, Krishnan, & Scheffold, 2001). Consumer is committed to a brand by repeatedly purchasing, expanding brand's area of accession by word of mouth or other means of advertising (Dick et al. 1994). Creating an allegiance in customer's cognitive world is one of the chief objectives of organizations, firms, sports teams and so on (Day, 1969).

Regardless of the brand size, building customer loyalty a fact that needs to be taken care with utmost importance as the customer loyalty is a constant and decisive factor in the growth of the brands (Baldinger, Blair, & Echambadi, 2002).

Brand loyalty cannot be described solely as “selecting a brand”, also presents that customer made a choice and reject other brands in the subject market (Jacoby, 1971). Therefore we might say that selecting a brand to be loyal is customer’s well-thought selection over many factors.

This study cover true loyalist, football fans but loyalty may come and go in different ways. Nevertheless it must be vital for a researcher to separate the loyalty degree of a consumer. Therefore true loyalty must be defined in particular. Customers may purchase a brand or a product by the consequence of a restriction, unavailability or lack of availability. Customers influenced by the unavailability in their purchasing decisions are included to the group of “spurious loyalty” (Day, 1969, Jones, 2002).

Therefore to be described as “loyal” customer shall satisfy some means. *“Loyal segment is often defined as a buyer who devotes at least %50 of his product purchase to a single brand”* as Day (1969) pointed out. Engel and Blackwell (1982), defined loyalty as the behavioral or attitudinal response towards a brand category or two within a time period. Also, Shoemaker and Lewis (1999) described true loyalty as the customer makes a choice without the needs and normal consideration sets in his mind used before deciding to make a purchase and in the reality customer actually buys for the brand itself.

All those statements and descriptions may implement in sports marketing purchases as well, buying a team-shirt or a team logoed product not always generated because of a need in present. That is a well-known fact that sometimes fans of a team buy a jersey or other licensed products just for the economical contribution towards to club. Loyal fans feel a pressure to buy a licensed product of a club to sustain the financial position of the club they support (Slattery & Shaw, 2003). However Griffin

(2002) suggests that emotional attachment towards a brand and repeating purchase are prerequisite factors for loyalty.

On the other hand, stranded in the concept of “repeat purchase” may not always refer to true loyalty. In the consumer psychology consumers may form emotional connections to many things including gifts, collectibles, sports clubs and in particular, brands (Thomson, MacInnis, & Park, 2005). Slater (2001) documented several emotions and described the emotions towards specific brands. In comply with their successors Newman and Werbel (1973) argued that misleading that might occur because of taking repeat purchase as the sole factor that shapes and creates for brand loyalty. They also added that there has to be brand attraction phenomenon in present.

Existence of an effective and emotional connection between two parties may differ a true loyal from a spurious one. People are tending to repeat a purchase for many reasons like price sensitivity, restrictions, monopolistic market environment, and unavailability so on. Jacoby and Kyner (1973) found out more than fifty ways of repeat purchase in their work.

In this thesis, focusing on the creation of an emotional and effective commitment to a sports team and with showing tendency of attitudinal behavior such as recommendation, positive WOM and purchasing the products or services licensed by the club is the most significant factor to determine the true loyalty (or commitment).

Research can be strengthened by the effect of psychological commitment on sports team’s products sales with the findings of Samuelsen and Sandvik (1997) that commitment describes a bond between parties and expanding the “meaning of loyalty” over basic repeat purchasing of a brand. Variety of emotions such as sorrow, joy and anxiety are generally is the reflection of strong object-directed outcomes of an appraisal process (Smith & Ellsworth, 1985).

Therefore creating a bond between consumer and the brand may create reciprocal benefits for both sides. Some powerful moments and memories in consumer's lifespan play a role as a connector between identities and the brands (Olsen, 1995). Loyal customer should also recommend the products or services he/she consumed from the brand to his/her environment, try to increase the recognition of the brand and defend the brand if some threat occurs.

Bernd Schmitt (2012) stated that consumers are forming communities around brands and he created a framework, categorizing consumers with different levels of psychological engagement with brands. In his outer layer, it has been pointed out that, brand becomes increasingly significant to the consumer. Furthermore brand becomes a part of definition of personal identity in some point (Elliott, 1998). Identity coupling with the brand simplifies the selection process of the customer. Customers feel more confident selecting the brands that they feel reflect their self-identity (Escalas & Bettman, 2005). Brand communities covers feelings toward connection and emotional attachment to a certain group and apart from the bond, communities also creates a synergy through community members to achieve similar and collective goals for the brand (Bagozzi & Dholakia, 2006). Belongingness to a community increase the amount of purchasing activities consumers and therefore community member loyalists tend to feel more included in particular brand community (Quester et al, 2006).

Bowlby (1979) pointed out that degree of the consumers' emotional attachment towards the brand or in this study "football club" determines the interaction level with the object. Kohut (1978) argued that if a nation can become an object for self-identity football clubs sure could too. Connected to brand, included in brand community and personally attached to a brand can define a consumer positioned in outer layer in terms of Schmitt's work can also be evaluated as well as the representative of a relationship and a bond of a football fan with the team he/she establishes. Nicolau (2011), measured and confirmed the positive effect of winning the 2010 FIFA World Cup over the "*Spain*" brand with respect to tourism market value.

Even though clubs and fans both are not so eager to have position as the intermediaries of a business transaction nevertheless in the final analysis, football clubs can be interpreted as brands and the “fans” are the extreme loyal consumers of the brand they are emotionally attached. Klugman (2009) described fans commitment, as *“fans love their club in a manner that incorporates the club into their sense of self, with the club becoming an ideal that is to be served”*. Being a fan of the club refers to being in a family in particular and fans, satisfying their self-identity, support the club in tangible and intangible ways to generate reciprocal benefits because the love towards a club generates an unique form of identification where success and failures, the idea, colors and tribulations are embraced as if they are subjected to fans.

Answer the somewhat dogmatic, extreme support of fans; a football club in line with present corporate identity, have to grow and maximize its profits to attract better football professionals, expand or rebuild home court, compete in international tournaments and achieve its goals determined pre-season to procure satisfaction for the fans and sustain the persistence of the “extreme loyalism” received. Therefore a loyal customer will feel obligated to contribute to financial position of his/her supported club to couple of reasons. First of all the feeling of inclusion to a community means more than just purchasing a product in many cases and secondly to be able to get better satisfaction from the products of the club they support or watch good players in a well-endowed stadium (Leeuwen, Quick, & Daniel, 2002). In some meaning it is safe to say that football fans invest for their ambitions.

Purchasing behavior of the football fans shows an unconventional tendency when their favorite team starts to have losing streak. Normally a satisfaction derived from the brand starts to decrease, consumers starts to switch their preferences to other brands but in football sector a naturally possible decrease in the satisfaction level occurring because of the losing streaks arouses the emotions and loyalty of the fans towards the club (Yildiz, 2011).

On the other hand; marketing manager who is conventionally responsible for ensuring the loyalty for a brand, develop and sell it, has none or in some cases limited saying about the operations of a football club such as the transfers, stadium capacity and jersey preferences. In the light of those findings chairmen or operating councils of football clubs have to consider preferences of fans (Theodorakis, Alexandris, Tsigilis, & Karvounis, 2013).

In this study it is believed that psychological commitment towards a football club will have a direct positive effect over brand loyalty and from now on study will continue with the projection of loyalty derived from the customer satisfaction and customer recommendation followed by the purchasing of the licensed products belonging to the supported club.

2.1.1. Customer Satisfaction

Customer satisfaction is an important term for the firms both in service and product markets. Creating a maximum or at least an optimal satisfaction for the customers actualizes a competitive advantage for the organizations. It is safe to argue providing of encouragements and incentives with an objective to increase the satisfaction may be considered as a determinant factor for organizations (Anderson & Sullivan , 1993; Swan & Trawick, 1980).

Terminologically customer satisfaction has been an attractive subject on customer research field through the years (Cardozo, 1965; Churchill & Surprenant, 1982; Anderson & Sullivan, 1993; Claes, Johnson, Anderson, Cha, & Bryant, 1996; Cronin Jr, Brady, & Hult, 2000; Szymanski & Henard, 2001; Homburg & Giering, 2001; Gustaffson, Johnson, & Roos, 2005; Chen & Chen, 2010 so forth). Therefore one can safely argue that customer satisfaction is a trendy factor to be evaluated for organizations that seeks sustaining continuous development in terms of brand loyalty.

Generally satisfaction had been defined as the preference of an individual's subjective evaluation of the outputs and the experiences after consuming or purchasing a product or service (Hunt, 1977). In addition Oliver (1981) defined customer satisfaction as the emotional output following the consumption of a product or service. On the other hand Anton and Petouhoff (1996) defined customer satisfaction more contemporarily by stating that if only repurchase or loyalty occurs after customer expires the product service and decides that experience have been met or exceeded his/her primary expectations. Oliver (1999) also stated the asymmetric relationship between loyalty and satisfaction, after some point that the customers are obtained enough satisfaction from the brand organizations customer base shifts into loyalists.

According to Westbrook (1980); evaluation of customer's favorability is based on cognitive process where the customer compares his/her previous purchase behaviors with the current one. Nevertheless satisfaction should not solely determined as a cognitive phenomenon but also an affect or feeling. Because in the final analysis customer's feeling will determine whether satisfaction or dissatisfaction occurs.

In their work Churchill and Surprenant (1982) defined the expectations of a customer in three parts; product performs as expected, products performs poorly than expected and product performs better than expected. On the other hand Fornell et al (1996); defined the determinants of customer satisfaction in two dimensions respectively perceived quality and perceived value. In addition to that Athanassopoulos (2000) stated that perception of customer in terms of satisfaction is highly anticipated with the value. Miller (1977) defined expectations in four type; ideal, expected, minimum tolerable and desirable. Nevertheless early practitioners identified that expectation is not the sole factor for satisfaction to occur. Swan and Tarwick's (1980) studies indicated that disconfirmation too is an intervening factor in satisfaction process.

In their study to produce an American Customer Satisfaction Index (ASCI); Fornell et al, (1996) described that the importance of customization to create customer satisfaction in globalized mass productive economy particularly more important than never before because of the fact that this post-modern economy is not “*necessarily better.*” On the other hand customer satisfaction may be the most fundamental determinant that shapes the future of organizations and firms notwithstanding their revenues and sales volume (Anderson, Fornell, & Lehmann, 1994)

Customer satisfaction creates a reciprocal benefits both parties in the long run. Customers that are more satisfied with the products or services they obtain meditates the quality of the product and services, price and payment in terms of loyalty (Bolton & Lemon, 1999). However customer satisfaction may well be perceived as an interrelated variable in marketing studies primarily targets quality, loyalty and profit maximization (Cronin Jr, Brady, & Hult, 2000).

Studies focusing on the outcomes of the customer satisfaction have been investigated output phenomenon in four dimensions (Szymanski & Henard, 2001). Complaining behavior tends to surface when the customer’s expected satisfaction from the product is fallen short (Oliver, 1987). On the other hand it has been suggested that dissatisfaction may lead first into complaining then changing tastes and brands after some point. Therefore it is safely arguable that customer will change brands notwithstanding his/her loyalty towards the current brand when a certain level of frustration has been passed because of the dissatisfaction (Day, 1984).

Secondly, a customer may take his/her complaining to another level by creating a negative word of mouth behavior. He/she may tell other people about the dissatisfaction he/she obtained from the particular product that causes a cumulative decrease in the satisfaction taken from that specific product and brand (Nyer, 1999). Customer satisfied from a particular product or service shows tendency to repeat his/her purchase from the producer brand or organization. However as long as the satisfaction from certain product or service continues to surplus or meet the

customer's expectations compromising of brand loyalty is sure to happen (Oliver, 1997).

Lastly, in their work Szymanski and Henard (2001) suggested that another outcome of the satisfaction is generated because of the connection between the other three outcomes. In the light of thus findings authors identified that negative word of mouth behavior has a detrimental effect over repeat purchase. Potential customers who never purchased or used the product or services that created dissatisfaction for another customer that is implicating in complaining and negative word of mouth behavior, tends to evaluate thus complains cognitively therefore they do not choose to purchase from that particular product or brand. (Stephen & Chandrashekar, 1992)

In their work Gronholdt et al. (2000) defined the direct correlation between customer satisfaction and loyalty in four parts; the customers intention to repurchase, intention of customer to purchase another product from the same company, intention to change preferences towards a competitor brand and intention to recommend brand to other potential consumers. They also found out that customer satisfaction has a positive effect on customer loyalty. Committed and loyal customers are more forward looking whereas the satisfied ones are more backward looking. In the light of thus findings it is safe to say that satisfied customers are more eager to become loyalist for the brand that satisfied their expectations and relatively they are tend to recommend the brand to persuade the other customers to change their preferences oriented to particular brand (Gustaffson, Johnson, & Roos, 2005).

It is safe to suggest customer satisfaction have to play more pivotal role in the light of stated fundamental factors and customer satisfaction's links with economic and behavioral benefits towards an organization. When all the information is gathered; customer satisfaction creates a no fee advertisement and recognition for the organization with the help of experience sharing satisfied customer. (Anderson, Fornell, & Rust, 1997). Firms who produce superior quality are obtaining high level of customer satisfaction and therefore maximized economical profits for their

organizations. On the other hand one of the behavioral outcomes of satisfaction complaining is another vital determinant for organizations to take into consideration in their operations. Organizations better cope and respond to customer complaining are more invulnerable to financial losses (Aaker & Jacobson, 1994; Gilly & Gelb, 1982).

However in this study it is believed that customer satisfaction has a correlation with psychological commitment because of the fact that many of the football fans are tend to cast aside their original expectations when they are purchasing a licensed product from their supported clubs. But it is also should taken into consideration that customers' satisfaction from the licensed products increases the ratio of repeat purchase and buying licensed products is not directly effected by the wins or loses of a team gets in a match day (Gladden & Funk, 2004).

In sports marketing terminology satisfaction generally has been studied as an cognitive term derived after a game had been watched. Madrigal (1995) have found out that affect and enjoyment acquired after spectating a sports game may lead to satisfaction. So theoretical base of this study consist involvement, attachment and satisfaction of the fans that are psychologically committed to their supported clubs.

Nevertheless in their work on European professional football Theodorakis et. al; (2013) stated that sports contents are two main products game's core self and peripheral services. But they do not include licensed products or marketable of a football club to their fans in their peripheral services. On the other hand behavioral responses of the fans are also constrained by the stadium opportunities, employee behaviors and game quality' effects (Clemes, Brush, & Collins, 2011).

Literature is relatively lacks in the attitudinal behaviors of the football fans toward clubs' licensed product that actually is one of the most important revenue gouges for the sports organizations. In the survey implemented in this study consists of elements for customer satisfaction from Backman and Crompton (1991)'s studies focusing on the expectations of fans, emotional satisfaction, and perceived quality.

Therefore this study expects to contribute to the literature to shed a light on the effect of football fans' commitment towards their football club whereas they are purchasing licensed products to create reciprocal benefits. Fans who are purchasing licensed products senses that they are contributing to their club's sustainable economical development as well as satisfying their core desire. (Euchner, 1993).

2.1.2 Customer Recommendation

Firm and organizations that seeks to sustain continuous development and maximizing their profits are receptive for minor and major supports that they possibly get from the customers who are using their products or services. It has been known specifically for online trading that sellers who gets good post-purchase customer reviews or high points have better chance to get repeat purchase or new customers. Jef Bozos, CEO of the online retailing website, Amazon.com stated that if he has 3 million customers on the web it also means that he has 3 million stores on the web. Therefore informal information acquainted from the WOM communication is believed to have a strong influence over customers' evaluation of purchasing decision (Bolen, 1994).

As it was stated in the previous part “customer satisfaction”; negative or positive word of mouth is one of the behaviors that satisfied or dissatisfied customer will tend to show. Word of mouth had been defined firstly by Arndt (1967) as “*the oral, person to person communication between a perceived non-commercial communicator and a receiver concerning a brand, a product, or a service offered for sale*”. On the other hand after couple of decades later Richins (1983) stated in his study focusing on the negative word of mouth communication as the customers sharing his/her experience on his/her satisfaction or dissatisfaction about specific brand, product or service with at least one friend or relative. Westbrook (1987) also defined WOM as an informal way of acquaint other potential buyers or interested parts about the ownership or characteristics for a product or service already been experienced or used by the customer.

In their work on creating societies for retail banking industry Jones and Farquhar (2003) found out that customers that are satisfied with the services they acquire became loyalists for the brand and therefore in the process of making recommendation to their environment they behave accordingly (Jones & Farquhar, 2003). However Schafer et al. (2001) stated that recommendations among customers are creating a social society where loyalty towards the brand increases because of the

fact that people would like to purchase the recommended products from other customers they feel worthy to interact.

Even though customer recommendation for the sports clubs may vary from the ordinary products and services because of the ultimate commitment shown towards the supported club by the fans it is still an essential phenomenon. It is easy to persuade a committed fan to purchase a new jersey for the upcoming season without a recommendation from another fan. In that perspective it is safe to say people who are committed to their football clubs in a psychological meaning are eager to make their purchasing decision notwithstanding any recommendation.

Nevertheless influence of the recommendation should not be put away. Sports club produces more than hundreds of different products apart from jerseys. That's why it is important to provide a high level of customer satisfaction in order to get good word of mouth recommendations between fans about the products not so easily purchased like jerseys. Richelieu and Boulaire's (2005) study supports hypotheses conducted in this thesis, they stated that committed and emotionally attached fans are more eager to strengthen and nurture the brands of their supported clubs. They also added that even though being in a fandom reflects being in a community every fan has different purchase decisions and different tastes so that if clubs' marketing managers provide an environment where those fans are integrate and share their experiences between each other about the products they consumed sports clubs can create spaces (Richelieu & Boulaire, 2005).

As for the sports club it is important to provide a social environment for fans to create a "*tribe-like*" communities to initiate the emergence of psychologically triggered purchase decision for their own brands. Because of the fact that for many of the sports club fans buying a product are more than just buying an ordinary product, it is a feeling of inclusion to a social link (Cova, 1997; Boulaire, Lefrançois, & Léry, 1996).

On the other hand presence on the stadium or even in that specific country is not necessary for sport clubs to market and sell their products. Because of the fact that fandoms are generally connected share experience between their members through internet forums and other media tools, it is safe to mention a social environment where a community is gathered unavoidably and as long as a fandom will share their comments about everything related to their supported club, it can be expected from them to make positive WOM about the licensed products or services they consumed if they are satisfied (Euchner, 1993).

In many cases apart from the emotional satisfaction that fans obtain from a particular licensed merchandise of a club they avoid their primary expectations during the purchasing process. Primarily they do not expect or hope to find the same coverage from the cold of a coat from a brand that produces winter clothing in Galatasaray football club's merchandise but nevertheless they finalize the deal. Most of the time reason beneath this purchasing decision is to be in the same colors with their team and the fandom when they are attending to the games. It is essentially important for marketers of the sports clubs to make their fans feel highly identified and committed to the club. Therefore it is safe to say that higher the individual attachments of a fan towards a club higher will the feeling of obligation to provide financial support (Ruyter & Wetzels, 2000).

On the other hand as for all the tribe or community like establishments fandoms would like to expand as well (Hagel & Armstrong, 1997). One of the informal responsibilities of the members of a fandom is to pass the torch to someone else. They need to strengthen their teams' presence in the their children or even their relatives' and friend' children. Therefore they recommend products to their relatives and friends for their kids from their supported team brand or simply they buy for those little kids as a gift. As a matter of fact it is hard to talk about similar customer recommendation for any other particular brand other than the sports clubs'. In general meaning customers of the brand tries to create a future generation of consumers for that specific brand and in the mean time provide economical contribution to the team.

In the light of thus statements this study hypothesis that psychological factors such as allegiance, identification and knowledge is positively affects the customer satisfaction and customer recommendation.

2.2 Psychological Commitment

In the previous parts of this study brand loyalty, customer satisfaction and customer recommendation has been examined. Psychological commitment has been used as the determinant variable in this thesis. In broad meaning importance of an individual's emotional attachment towards a brand is essential for to sustain a loyal customer segment. Therefore importance of the psychological commitment will be studied in terms of fans' attachment oriented to supported club's products and services.

Many different fields under an organization-based umbrella have studied psychological commitment and loyalty. It is possible to find examples of psychological commitment in various specific fields of business studies such as human relations (Gaertner & Nollen, 1989), consumer research (Crosby & Taylor, 1983), leisure sciences (Gahwiler & Havitz, 1998) and sports management and marketing (Mahony, Madrigal, & Howard, 2000; Trail & James, 2001 so forth). Since commitment and loyalty have been used interchangeably in previous studies, Pritchard et al. (1992)'s study puts forward that psychological commitment and loyalty are distinct concepts.

Gaertner & Nollen (1989) defined psychological commitment as the non-instrumental affiliation with an organization and with that organization's objectives and values without or not necessarily an inclination to remain in that organization. On the other hand Fichman and Levinthal (1991) refers psychological commitment to a degree of an individual decision-making process towards a psychological object, a psychological subject, or a psychological process when even there is not enough

objective evidence to support the process. They also added that when there is a strong commitment in a relationship the actors of the relationship would be in tendency to show greater resistance to changes or breaking up situations. Nevertheless Backman and Crompton (1991) employed psychological commitment as the attitudinal component of the loyalty. Therefore; Iwasaki and Havitz (1998) concluded that all the personal and social-situational factors are effecting the emerge of psychological commitment in the individuals.

Even though literature on psychological commitment seems constrained with resisting to changes in general, Gahwiler and Havitz (1998) operationalized the dimensions for psychological commitment by stating that an individual's affective attachment is related between the freely chosen preferences and conspicuous perceptions of cognitive structure. They also argued that psychological commitment maximizes when the self-positioning and essential values for the individual is linked with preference then there is a presence in question for a motivational position.

In addition to that, psychological commitment can be described as the individual's free choices in reflect with his/her self-regards, values and knowledge about this choice is cumulated and create an attitudinal behavioral loyalty (Shamir, 1988). More specifically it has been stated that the degree of psychological commitment may be increased by the functions like frequency, proportion and probability of participation (Pritchard, Howard, & Havitz, 1992).

Pritchard et al.'s (1999) study shed light into the importance of the knowledge that an individual has about a brand and reception of the information in regular basis by attending or purchasing enhances and strengthens the attitudinal confidence and behavioral loyalty and decreases the chance of attitudinal switches to other preferences.

In sports marketing literature psychological commitment have been studied by many researches with different sports genres. Mahony et al (2000)'s work generated a scale for the development of psychological commitment in the

perspectives of the sports spectators and examined their positioning they show towards their supported clubs and the degree of their emotional attachments. They described the dimensions of the psychological commitment as the identification, psychological allegiance and knowledge that are going to be examined further in this study.

On the other hand Kwon and Trail (2005) used Psychological Commitment to Team Scale and Team Identification Index as to determine the feasibility of the single item measures and therefore they have found out that both scales are good to use.

It has been well known that loyalty of the sports fandoms is different than the other loyalists in the regular markets. Their repeat purchase behaviors, continuous attendance and feeling obligated to provide economical contribution towards the sports clubs they support is highly beneficial for the organizations. In addition to that it is also found out that fan attraction has positive direct effect over psychological commitment. It is also have been identified that together with fan attraction, fan involvement directly correlates with the psychological commitment that increases the resistance to change therefore compromising higher degree of behavioral loyalty (Bee & Havitz, 2010).

However all the people forming a crowd in the football stadium are not evaluated as committed fans. Committed fans identify themselves with the team, have knowledge about the club's past history and the current stature and feel allegiance with everything related with the club. They have to be affected with the wins or losses in the games their club performed and stay devoted whatever the outcomes of the games tend to happen. So in general meaning it is expected from a committed fan to show behavioral loyalty, emotionally attached behaviors, repeat purchase and knowledge to defend their supported clubs if a threat occurs (Igneci, Bulut, & Aslan, 2013, Wann & Brascombe, 1990).

Therefore study in subject is expected to find the direct effect of psychological commitment and its dimensions such as identification, psychological allegiance and knowledge on brand loyalty, customer satisfaction and customer recommendation.

2.2.1 Identification

One of the dimensions of the psychological commitment that is going to be examined in this study is identification. Identification has been used in many studies to determine the individual's attachment towards a specific brand or an objective. Therefore the term is highly essential for the development of the psychological commitment and to measure the effects and influence over other variables.

Before explaining identification it is beneficial to examine social identity theory. In earlier literature Tajfel (1982; p:3) described social identity as the *“part of the individuals self-concept which derives from their knowledge of their membership of a social group together with the value and emotional significance attached to that membership”*. In addition to that Hogg et al. (1995) expanded social theory by stating that an individual's cognitive decision to be a part of a social group or groups describes a part of his/her social identity. Individual's membership on those groups is in fact his/her expression of perceived values. They also added that social identities that provide the decision to become a member of particular social groups is not solely descriptive and prescriptive but they are open to evaluate. Therefore authors are suggesting that these self-evaluative consequences, groups and members are eager to adjust new behavioral strategies to achieve in and out-group decisions that favors the group in particular (Hogg, Terry, & White, 1995).

In the current structure of the literature; identification has been described and used by many researchers as a determinant factor and a competitive advantage tool in many fields such as customer behavior, sport and team commitment. In general meaning identification has been described by Mael & Ashforth (1992); as the

individual's preferences to define his/herself in comply with the organization he/she is a member of. In addition to that Dutton et al. (1994) defined the organizational identification by the matching of the employees' attributes with the organizations' they are inclined in. On the other hand it has been known that creating positive identification towards an organization becomes essential competitive advantage source (Berger, Cunningham, & Drumwright, 2006).

Besides the fact that identification creates a competitive advantage and strengthens the bonds between employee and the organizations, this study focuses on the team identification of the fans. Fans are somewhat lungs of a sports clubs and only with their support and financial contribution that the achievements and financial stability can be provided (Shank, 2005).

In literature many researchers are focused on the team identification. In broad meaning team identification has been described as a psychological attachment for the fans that creates a belonging and allegiance to an enlarged social structure (Wann & Branscombe, 1991). On the other hand Sutton et al. (1997) defined that team identification is the personal attachment and involvement that a consumer have directed towards a sports organization. Van der Vegt and Bunderson (2005) stated that team identification as the significant emotional value that has been shown towards that particular group by a member inside the group.

Nevertheless many of the fans are dressed clothes that are harboring their club's colors to show their in-group affiliations (Carlson & Donovan, 2013). Identified fans are tend to reflect the decisions of their affiliates in their social lives. For instance Walker and Kent (2009) found that many of the identified fans are anxious to participate in the corporate social responsibility projects that their teams are involved or organizing.

Many of the fans are determined to show their bonds to their respectful clubs but it is hard to define every fan as ultimately identified with the club they support. Therefore Wann and Brascombe (1990) categorized fan as die-hard and fair-weather. Die-hard fans carry out the outcomes of the games to their personal lives,

remember those win or loss records for a long time and they vacant more solid position on attraction to changes. On the other hand fair-weather fans are not so eager to reflect the outcomes of the games as their own personal achievements or failures and they are more prone to changes. Sutton et. al. (1997) classed out the fans' identification levels as low, medium and high. It is clear that die-hard or high identified fans are more eager to make the financial contributions by purchasing the club's licensed products, attending to the games and showing behavioral loyalty in their social circles (Mahony, Madrigal, & Howard , 2000). There is a positive correlation between highly identified fans and their social well being. Dependent on the outcomes that their team gets if there is a win in present people are tend to have positive emotions and happy feelings but if a loss has been conceded there is a big chance that they will incline negative and aggressive behaviors such as depression and alienation (Branscombe & Wann, 1991; Wann & Weaver, 2009).

On the other hand Klugman (2009) described the commitment and identification of the fans as incorporation of the club into the sense of the self and after some point club becoming an ideal to serve. In their study to detect the relation of the identification levels of the football fans with the attendance rates Aycaan et al. (2009) found out that highly identified fans are more eager to participate in the games that their supported teams are performing regardless of the opposition.

However there are studies like Carlson and Donovan's (2013) and Chadwick's (2008) that suggests identification with the athletes are also may lead to identification. Many of the sponsors and well-known brands are sealing deals with the acclaimed athletes that established a good-communication with the fandoms. One of the most well recognized examples is the transfer of David Beckham the English international to MLS league tam LA Galaxy. Apart from the marketing concerns beneath the reason to seal this deal, the MLS team LA Galaxy was eager to benefit from the Englishman's popularity to create an identified fandom for the team. They are succeeded in their scaffolding because the team carried out highest attendance ratios in the Major League Soccer and won the title two times in five seasons Beckham spent there. On the other hand it is safe to say that these well-known

sportsmen are professionally manageable and possess extra associations and specialties of traditional brands (Thomson et al. , 2006).

Galatasaray football club the team that the case study is based upon is in fact another example of well-known sportsmen positive influence over identification. After the completion of the new stadium Galatasaray managerial committee decided to sign two-acclaimed international player. Wesley Sneijder of Holland and Didier Drogba of Ivory Coast, both are the captains of their national teams and nominated to Ballon D'or has been signed to attract new fans to the stadium and boost up the marketing sales. Galatasaray's fandom was criticized not attending to the games before the completion of the new stadium, but the team is now performing in a fully crowded stadium started after the signing of these two big names. In addition to that it is well known that group members, in that case highly identified fans, are more eager to make big consumptions and canalize their purchasing decisions if their bonds with the social group they are the members of is stronger (Fisher & Wakefield, 1998).

Therefore this study is expected to reveal that the identification has a direct effect on customer satisfaction and customer recommendation therefore on the brand loyalty.

2.2.2 Psychological Allegiance

Second concept to be examined in this study as a dimension of psychological commitment is allegiance. Being relatively a post-modern concept allegiance is generally used as a decisive factor of an individual's organic link towards an object, organization or subject. Nevertheless psychological allegiance defined and determined the affiliation of an individual with the major concepts like land, flag, religion and culture.

In their study to reveal the role of the church in the adolescences religiosity Studer and Thornton (1987) examines the psychological allegiance towards the church as the social framework for social learning and decision-making process for teenagers. On the other hand in political studies Kersbergen (2000) defined allegiance is the more or less direct responses of the national society's willingly acceptance of the decisions of government. In addition to that author expanded the national allegiance of the EU countries by stating the double allegiance (one for the nation state and other for the EU) phenomenon that covers the dual attachment of an individual in the society living in a country, which is a member of European Union.

In sports marketing literature concepts of allegiance and loyalty are used interchangeably. Loyalty can be described as the persistent attachment towards a cause or person whereas allegiance is the commitment of a specific team that is continuous, inflexible and make individual present intellectual deliberations and behaviors. However it is also a phenomenon that refers to a variable to separate fans with the spectators (Pritchard, Howard, & Havitz, 1992; Funk & Pastore, 2000)

Even though the literature lacks in terms of shift of an individuals basic attachment toward a sports club to an unquestionable allegiance Funk and James (2001) described the allegiance in their Psychological Continuum Model as the conclusion level of an individual's commitment towards a sports team. They added that allegiance results as the outcome of durable and unflinching attitudinal behaviors. As the last phase of a commitment many behaviors directly resulting from allegiance is fundamental and influences individual in deep-rooted. It is safe to say that attitudinal behaviors are shifts towards a reflex action because of the ingrained psychological allegiance. Funk et al. (2001)'s study about WNBA franchise tickets is an exemplary evidence for the transformation of attachment and attraction to psychological allegiance. In another attempt to reveal the reasons of the transformation of spectators to allegiant fans Funk and James (2006) stated that both social and personal plays a pivotal and essential role in the development of psychological allegiance in the individual's mentality. However development of psychological allegiance is a dynamic and enthusiastically complicated process.

On the other hand; reciprocal organic connections with the identification and allegiance of an individual with his/her sports team leads them to implicate sports team in subject to their lives. In other words sports teams cover more significant parts in the daily life of the psychologically allegiant fans. Whereas these fans would show more consistent and committed routines about the direct connections related to their supported clubs. Allegiant fans are expected to show in the stadiums more regular basis and contribute financially to the club as their personal task (Mahony, Madrigal, & Howard , 2000).

Allegiant fans evaluations of the behaviors are the results of his/her spontaneous processes that deny the erratic knowledge. On the other hand fan in subject also converges this information inconsistent with his/her previous knowledge in a biased manner. Therefore he/she produces an automatic response that covers and protects the stable relationship (Funk, 1998).

This study examines the psychological allegiance as one of the essential steps of commitment and expects the reveal the vital effect of psychological allegiance's in fans purchasing behaviors consisting of attitudinal components as it was both explained above and the consumer behavior literature by Day (1969) and Jacoby and Chestnut (1978).

2.2.3 Knowledge

Third dimension of the psychological commitment studied as a determinant factor in this study is knowledge. Without the adequate amount of knowledge it is hard to sustain the requirements asked for commitment to occur. As it was stated above, a committed fan is also responsible from the defense of his/her supported club if a threat occurs in an environment outside his/her social group.

In the literature it is easy to say that knowledge has been used as decisive inception phenomenon. Since the classical Greek era definition of knowledge has

been broad and abstract notion for the Western philosophies. Nevertheless not all the discussion will be present in this study about the etymological roots of the term; knowledge. On the other hand knowledge has been defined by many researchers in comply with their point of study. Huber (1991); for instance described knowledge as the justified belief that increases an individual's capacity for an effective action to be taken beforehand. On the other hand Zapf (2005) described knowledge as the values that have been obtained by experience and observation with the land or spiritual teachings and inherited to future generations. In the traditional definition of knowledge it is generally expected that what is learnt and known must be a legacy for the next generation.

Researchers focused over the organizational knowledge separated knowledge two parts; tacit and explicit knowledge. Tacit knowledge is firstly described by Polanyi (1962) as the usage of the knowledge obtained from the experiences after the carrying out the specific objectives. On the other hand tacit knowledge has been generally described as the “inarticulate intelligence” that is hard for the individuals to explain theoretically to others (Gray & Pratt, 1991). Whereas Nonaka & Takeuchi (1995) described tacit knowledge as a difficult phenomenon to transfer others through manuals and theories but only can be communicated through the experience. In addition to that authors suggested that success beneath the Japanese firms is the better inheritance of the experience by the other people in the organizations' body.

On the other hand explicit knowledge is a knowledge somewhat codified as a simple software, manual and market data and everyone related with the subject can learn and obtained the knowledge that can be derived from those systems (Hansen, Nohria, & Thomas, 2000). The significant difference between tacit and explicit knowledge is that the tacit knowledge can only be stored in the cumulative human memory whereas the explicit knowledge can easily be safeguarded and transferred by the tools of media like handbooks and software (Haldin-Herrhard, 2000). Nonaka & Takeuchi (1995) used the difference between explicit and tacit knowledge as the cultural decomposition point between Far East Japanese culture and Western cultures.

Spender (1993) focused on the importance of the knowledge as a tool of competitive advantage for the organizations by stating that a team level usage of knowledge expands the information level on the organization therefore creating an environment that every individual, intellectual asset on the firm can benefit from that cumulative information sharing. He also suggested that cumulative information sharing strengthens the organizational bonds between the social group and the members of that particular group.

In sports marketing literature knowledge has been used as a determinant of commitment. As it was explained in the prior parts of this study committing to a football club refers to being a member of specific group. Therefore knowledge is considered as an important component in order to get acceptance. Highly identified fans are eager to show their knowledge about the club's past history and present situation and levels as well as the current structure of the football world, thereby to provide evidence that they are allegiant fans of the football club. If a club fans' position in the group are threatened or supported teams in particular should be defended against the fans of the rival teams or people do not favor football, then knowledge becomes important factor in order to get superior position. However; knowledge is important to be perceived by other fans as a valuable member of the community and regarded as a true fan (Igneci, Bulut, & Aslan, 2013; Wann, 2006).

Nevertheless on their study about the identification of Chicago Cubs baseball fans' brand loyalty Bristow and Sebastian (2001) found that highly identified fans are the ones who have superior knowledge about the club they support. In addition to that their hypothesis about the effect of knowledge on brand loyalty has been supported with their findings. They stated that those fans are more eager to involve with the developments in the club's body, follow statistics about the club's seasonal performance and watch and listen TV and radio programs about the club to increase their knowledge level. Whereas Beatty et al. (1998) suggested that product involvement supported with the knowledge about the particular product is a key determinant for a brand loyalty to occur.

On the other hand knowledge is a driving factor for the fans to incline themselves in a social group. With the help of commitment towards an organization like a football team or a specific super-star player, fans are driven to increase their knowledge about that specific object which in fact at the end associates the fan with the other committed people on that organization's body. In the beginning fandoms are organized with the dimension of psychological commitment. Identification, allegiance and knowledge are the essential factors for a fandom to be established and operate functionally. It is important for a fandom to have sufficient amount of knowledge about the club they support before performing social group reflexes and behaviors (Fiske, 2001).

Likewise this study also expects to reveal that the fan knowledge has positive affect over the brand loyalty, customer satisfaction and customer behavior and therefore contribute to the literature by stating the essentiality of the knowledge in the football club fandoms.

3. Research Methodology

3.1 Research Purpose

Even though it has been suggested beforehand in this study, author suggests that without the backing of the fans generated as a consequence of loyalty, success for a football club both inside and outside the pitch is impossible. There are many examples in real football environment supporting that richness or better conditions and players is not the sole factor of being successful.

Purpose of this study is to reveal the antecedents of sports clubs' licensed products importance with direct impacts of phenomenon of psychological commitment and loyalty in context of developing EU candidate Turkey. Apart from the academic contribution this study aims to draw a new and expanded route for

football clubs to benefit from the competitive advantage off the field by selling more licensed products to their fans by exploiting their ultimate backing and loyalty.

As football (soccer) stands as a milestone in explaining various dimensions in culture and current football status quo is highly evaluated and game had been transformed from a basic leisure time activity to place where capitalism and revolution meets, this study aims to contribute to the literature by illuminating the pivotal role of ancient terms such as loyalty and commitment as the necessary variable for to sustain continuous growth of entertainment mechanism now called football.

Therefore this study expects to contribute to the literature by defining the correlations and directions of stated hypotheses such as;

H1a: Identification effects product satisfaction

H1b: Identification effects product recommendation

H1c: Identification effects brand loyalty

H2a: Psychological Allegiance effects product satisfaction

H2b: Psychological Allegiance effects product recommendation

H2c: Psychological Allegiance effects brand loyalty

H3a: Knowledge effects product satisfaction

H3b: Knowledge effects product recommendation

H3c: Knowledge effects brand loyalty

3.3 Research Approach & Strategy

Galatasaray from Turkey had been chosen as the case football club for this study because of significant differences in terms of recognition of Galatasaray football club both in Turkey and Europe differentiate the club form other counterparts in domestic league. Statistical data suggest that Galatasaray is the most

successful football team in the TSL. They are crowned Turkish Super League (*19 times*) and Turkish Domestic Cup (*14 times*) champions more than their rivals.

On the other hand Galatasaray ranks among one of the elite clubs in the Europe, 20th most successful team in the history of UEFA Champions League and brought UEFA Cup and UEFA Super Cup in 2000 to Turkey, first and only time for a Turkish club.

Even though Galatasaray football club tag along after their closest rival Fenerbahçe in the sales of licensed products which is also a determinant factor in choice of case club for this study, Galatasaray's official twitter account rank 3rd in the world rankings as the most followed football club on Twitter after Barcelona FC and Real Madrid FC.

Apart from the straightforward reasons to conduct thesis's questionnaire over Galatasaray football club, relatively easy nature for the author to gather data from the Galatasaray fandom because of the organic connection currently established was another determining variable.

Conduction of a survey had been chosen to reflect both quantitative and qualitative structure of the thesis. After the preliminary preparations to determine the research model it is decided that a mixed set of quantitative and qualitative approach in a study in sports marketing would beneficial to reflect this phenomenon better (Jones, 1997). On the other hand it was believed that a survey would reliably present the correlations and directions of the stated variables and hypothesis. Even though any kind of observation was not practiced during the process of data gathering, characteristics and motivations of Galatasaray fandom is monitored and analyzed in many games during 2010-2012 years both inside the stadium and outside.

3.3. Scales and Questionnaire Design

Scale used in the study mainly inspired by Psychological Commitment to Team Scale; a questionnaire designed to measure the effect of psychological commitment and loyalty (Mahony, Madrigal, & Howard , 2000).

Nevertheless scale has not solely depends on Psychological Commitment to Team Scale but expanded and evaluated with the studies of other distinguished sports management and marketing practitioners. Scale has been separated to six parts whereas first three dimensions reflect Psychological Commitment to Team (identification, psychological allegiance and knowledge) and rest measures Brand Loyalty, Customer Satisfaction and Customer Recommendation.

Items that had been used to create the questionnaire for this thesis are not identical to their original studies. Slight improvements had been implemented to increase the perception level of the scales by the targeted fandom and Turkish culture. On the other hand some of the items had been edited correspondingly to create a response for unique Galatasaray products.

Seven elements from identification subset had been derived from Donovan et al. (2005). Those elements are;

- If somebody criticizes Galatasaray football team I would take it personally.
- I perceive myself as the biggest fan of the Galatasaray football club.
- I don't like rivals of Galatasaray football club.
- If Galatasaray football club takes a credit from someone I'd feel I take them as well.
- Being a fan of Galatasaray football club is an important part of my identity
- If I am precluded from watching Galatasaray football club, that would be an important loss for me.
- Being a fan carries more meaning than being included in a group.

One element of identification had been derived from the work of Trail & James (2001).

- I feel that achievements of Galatasaray football club are somewhat my achievements as well.

There are ten elements for psychological allegiance in the context of the scale. One element had been implemented from Funk & Pastore (2000).

- Being a fan of Galatasaray football club is important for me.

On the other hand another question for psychological allegiance had been derived from Gladden & Funk (2002)

- I am a committed fan of Galatasaray football club.

Rest of the elements are implemented from the Mahony et al.'s (2000) work consisting Psychological Commitment to Team Scale.

- Opposition is not a concern for me; I would watch every Galatasaray game.
- My commitment would not differ even if the chairman appoints a manager that I dislike to Galatasaray football team.
- I am the fan of Galatasaray football club since I started watching professional soccer.
- Nothing can change my commitment to Galatasaray football club.
- There would be no alteration in my commitment to Galatasaray football club, even if my closest friends are supporting the rivals of Galatasaray football club.
- I would never alter my commitment to Galatasaray football club for another football club.
- It is hard for me to alter my beliefs about Galatasaray football club.
- I think that a fan that is supporting Galatasaray football club even if things are not going well explains much about his/her character.

Knowledge, the last dimension of the psychological commitment had been implemented from the studies of Funk and Pastore (2000) and from Mishra et.al (1993)'s study about product expertise as adapted by Bristow and Sebastian (2001).

- If I list everything that I know about Galatasaray football club, my list would be so long.
- I can describe myself as an “expert” in terms of my knowledge about Galatasaray football club when compared with other teams.
- I regard myself as knowledgeable about Galatasaray football club.
- I know much about Galatasaray football club.

Lastly, elements for Brand Loyalty (9 items), Customer Satisfaction (4 items) and Recommendation (4 items) had been adapted and converted in comply with the study, products and culture in hand from the study of Backman and Crompton (1991).

Items for Brand Loyalty (9 items):

- I do shopping from GS Stores.
- I visit GS Stores regularly.
- I use stuff with Galatasaray logo on them.
- I buy official Galatasaray journal.
- I read journals, which has content about my supported team.
- I visit the official website of Galatasaray football club.
- I use Galatasaray credit cards.
- I purchase season tickets.

Items that had been used in the questionnaire for to reflect customer satisfaction are implemented from Backman and Crompton (1991) as well.

Items for Customer Satisfaction (4 items)

- Satisfaction I obtained from Galatasaray licensed products is exceeding my expectations.
- Emotional satisfaction I derived after I purchased Galatasaray licensed products is ultimately high.

- Quality-service balance for Galatasaray licensed products is ultimately high when compared with other Turkish sports clubs' licensed products.
- Administrative understanding and elaboration of Galatasaray football club towards their products is well enough to satisfy me.

Items for Customer Recommendation (4 items)

- I recommend Galatasaray licensed products to my friends who also supports Galatasaray football club.
- I recommend Galatasaray experience (visiting home games, purchasing licensed products) to my friends who are not supporting a particular team but enjoying sports.
- I recommend Galatasaray experience in social media channels.
- Purchasing Galatasaray licensed products to my friends' or relatives' children as gifts is a happy feeling.

3.4 Sampling and Data Collection

In order to obtain data questionnaire method had been chosen. The questionnaire comprised of items pertaining to demographics, psychological commitment and brand loyalty. Psychological commitment dimension has three sub-dimension namely identification (8 items), psychological allegiance (10 items) and knowledge (4 items). On the other hand brand loyalty part of the survey has three item set namely brand loyalty (9 items), customer satisfaction (4 items) and customer recommendation (4 items).

Respondents had been asked to give responses to items on 5-point Likert type scale ranging from 1-strongly disagree to 5 – strongly agree. Demographic questions like age and gender had been only used to better understand the participations demographic structures.

Out of the 700 questionnaires dispatched, 627 were clear to use. 73 of them were incomplete or unavailable to process as valid data. Validity of this study may

not be compared with other studies in the literature because of the fact that there are no similar studies consisting any case with Galatasaray fandom. Therefore analyzed data used in this study to create findings and recommendation had been actualized by 627 clear questionnaires.

Naming themselves as the fans of Galatasaray football club, attend any Galatasaray game at least one time in their life and purchase a licensed product from official Galatasaray shopping channels is expected from respondents before fulfill the questionnaire. Respondents that fulfilled the questionnaire in the stadium were only asked if they ever had purchased an item from official stores. Questionnaires had been distributed by two channels; social media and before the games of Galatasaray football club in the Turk Telekom Arena, Istanbul with the permission of Galatasaray SK's governing body.

Respondents that fulfilled the questionnaire in the stadium were only asked if they ever had purchased an item from official stores. Monitoring the attendance levels on previous years chose games that the questionnaires had been distributed. Therefore Turkish Super League game between Galatasaray and Fenerbahçe and UEFA Champions League game between Galatasaray and Real Madrid were chosen to distribute the questionnaires. As Galatasaray's Turk Telekom Arena has four sides and every bank consists different fandoms demographically, questionnaires used in this study had been distributed to North Bank of Galatasaray Turk Telekom Arena named Pegasus Stand that occupied by loyalist UltrAslan fandom of Galatasaray.

Approximately 500 questionnaires have been fulfilled on social media through Twitter and Facebook. Online respondents are asked to log into Google's Drive service to complete the questionnaires.

4. Analysis and Results

In this study 700 questionnaires were dispatched to Galatasaray fans for their participation. Of the 700 questionnaires, 627 were suitable to us. Therefore response rate has been determined as %89.5, which is an adequate percentage to conduct the study. Sex and age questions were only included to determine the demographical data of the participants whereas they do not reflect significant variables. Nevertheless %85.5 of the participants was male and %14.5 was female. On the other hand %68.6 of the participants were in the age range of 18-30 whereas %23.6 were in 30-45 and rest of the participants that reflect the %7.8 of the total were in the age range of 45-60.

In this study all statistical analysis were conducted with the SPSS 20 statistical program. Apart from the demographics analysis above, rest of the analyses do consist factor analysis, reliability tests, average of the variables and regression analyses to tests hypothesis conducted which is all explained below.

4.1 Factor Analyses

Tables below consists factor analyses results. When conducting factor analyses independent and dependent variables were approached separately. Psychological Commitment's dimensions respectively were Identification, Psychological Allegiance and Knowledge and as the independent variables in the study they are analyzed separately considering other studies conducted. Variables about Brand Loyalty are Customer Satisfaction and Customer Recommendation.

4.1.1 Psychological Commitment

In total 22 question were asked to participants to determine the psychological commitment and as it was expected beforehand dimensions had separated to three factors. Those factors are identification (questions 1,2,3,4,5,6,7 and 8), psychological allegiance (questions 2,3,4,5,6,7,8,9 and 10) and knowledge (questions 1,2,3 and 4). First question of the psychological allegiance had been out-scaled because that

question slide into another factor. Correspondingly results of the factor analysis can be observed in the Table 4.1. Therefore it is safe to say that questions in the survey to measure the variables constituted integrity and attached to variables correctly.

4.2.2 Brand Loyalty

As for the dependent variable Brand Loyalty a total of 17 questions were asked to participants that in fact separated into three factors. Those factors are Brand Loyalty (questions 1,2,4,5,8 and 9), Customer Satisfaction (questions 1,3 and 4) and Customer Recommendation (questions 1,2,3 and 4). Questions 3,6 and 7 of brand loyalty; question 2 of customer satisfaction had been out-scaled because those questions slide into other factors. Correspondingly results of the factor analysis can be observed in the Table 4.2. Therefore it is safe to say that questions in the survey to measure the variables constituted integrity and attached to variables correctly.

Table 4.1 Factors About Psychological Commitment

QUESTIONS	COMPONENTS		
	FAC TOR 1	FAC TOR 2	FAC TOR 3
PSYCHOLOGICAL ALLEGIANCE	1	2	3
I would never alter my commitment to Galatasaray football club for another football club.	0,776		
There would be no alteration in my commitment to Galatasaray football club, even if my closest friends are supporting the rivals of Galatasaray football club.	0,765		
Nothing can change my commitment to Galatasaray football club.	0,679		
I am a committed fan of Galatasaray football club.	0,646		
I think that a fan that is supporting Galatasaray football club even if things are not going well explains much about his/her character.	0,645		
It is hard for me to alter my beliefs about Galatasaray football club.	0,630		
Being a fan of Galatasaray football club is important for me.	0,628		
My commitment would not differ even if the chairman appoints a manager that I dislike to Galatasaray football team.	0,586		
IDENTIFICATION	1	2	3
I feel that achievements of Galatasaray football club are somewhat my achievements as well.		0,796	
If Galatasaray football club takes a credit from someone I'd feel I take them as well.		0,792	
If somebody criticizes Galatasaray football team I would take it personally.		0,689	
Being a fan of Galatasaray football club is an important part of my identity.		0,638	
I don't like rivals of Galatasaray football club.		0,566	
If I am precluded from watching Galatasaray football club, that would be an important loss for me.		0,552	
I perceive myself as the biggest fan of the Galatasaray football club.		0,548	
Being a fan carries more meaning than being included in a group.		0,526	
KNOWLEDGE	1	2	3
I regard myself as knowledgeable about Galatasaray football club.			0,878
I know much about Galatasaray football club.			0,870
If I list everything that I know about Galatasaray football club, my list would be so long.			0,732
I can describe myself as an "expert" in terms of my knowledge about Galatasaray football club when compared with other teams			0,702
TOTAL VARIANCE EXPLAINED: %54.776			

Table 4.2 Factors About Brand Loyalty

QUESTIONS	COMPONENTS		
	FACTOR 1	FACTOR 2	FACTOR 3
BRAND LOYALTY	1	2	3
I purchase season tickets	0,779		
I use Galatasaray credit cards.	0,771		
I buy official Galatasaray journal.	0,666		
I visit GS Stores regularly	0,644		
I do shopping from GS Stores.	0,545		
I read journals, which has content about Galatasaray football club	0,422		
CUSTOMER SATISFACTION	1	2	3
Administrative understanding and elaboration of Galatasaray football club towards their products is well enough to satisfy me		0,873	
Quality-service balance for Galatasaray licensed products is ultimately high when compared with other Turkish sports clubs' licensed products		0,865	
Satisfaction I obtained from Galatasaray licensed products is exceeding my expectations.		0,724	
CUSTOMER RECOMMENDATION	1	2	3
I recommend Galatasaray experience (visiting home games, purchasing licensed products) to my friends who are not supporting a particular team but enjoying sports.			0,878
I recommend Galatasaray experience in social media channels.			0,870
Purchasing Galatasaray licensed products to my friends' or relatives' children as gifts is a happy feeling.			0,732
I recommend Galatasaray licensed products to my friends who also supports Galatasaray football club.			0,702
TOTAL VARIANCE EXPLAINED: %62.675			

4.2 Reliability Analysis

Analyses of correlations and regressions between the variables have been compounded before the approval of the hypotheses and their reliabilities have been grouped under the Table 4.3.

In short words reliability can be described as the internal consistency that took the average relationship in a variable into a consideration (Kerlinger, 1986). As seen on table 4.3 Cronbach's alpha values are between 0.796 and 0.868, which reflects the internal consistency. In general understanding Cronbach's alpha values greater than 0.70 have been accepted as adequate for internal consistency (Sanders & Courtney , 1985).

In reliability analysis, modifications towards to scales have been considered and alpha values of each and every variable has been observed. Therefore related Cronbach's alpha values and variables can be seen in the table 4.3 below.

Table 4.3 Results of Reliability Analysis

VARIABLES	NUMBER OF QUESTIONS	α
IDENTIFICATION	8	0,845
PSYCHOLOGICAL ALLEGIANCE	8	0,845
KNOWLEDGE	4	0,868
BRAND LOYALTY	6	0,796
CUSTOMER SATISFACTION	3	0,810
CUSTOMER RECOMMENDATION	4	0,811

4.3 Correlation Coefficients, and Standard Deviation Values for All Variables

In table 4.4 standard deviations, means and correlation coefficients are presented. Standard deviation values are calculated between the range of 1,04 and 0.56 that reflects the variance amounts are sufficient to make variable analysis.

It is also safe to say that correlation coefficients presented in Table 5.8 may be used to test affiliations claimed in the hypotheses. Because of the fact one-to-one correlation coefficients carries the same meaning of the basic regression with two factors. Therefore a positive or negative relationship can be asserted for every affiliation presented in Table 4.4 that carries significance ($p < 0,01^{**}$ and $p < 0,05^{*}$).

When observed Table 4.4 reflects that there are positive correlations between identification, knowledge and brand loyalty. On the other hand there are no direct effect between psychological allegiance and brand loyalty in the range of $p < 0,01$

and $p < 0,05$.

However after the analyses it has been found out that dimensions of psychological commitment are positively correlated with customer satisfaction and customer recommendation

Table 4.4 Correlation Coefficients, and Standard Deviation Values for All Variables

Factors			Ident_	Psych_Alle	Know_	Bran_Loy	Satis_	Recommen_
	M	SD	1	2	3	4	5	6
Ident_	3,6348	0,8985	1					
Psych_Alle	4,6287	0,56010	0,573 **	1				
Know_	4,3449	0,78127	0,491 **	0,522 **	1			
Brand_Loy	3,3379	1,04382	0,362**	0,335 **	0,422 **	1		
Satis_	3,6061	0,97531	0,387 **	0,379**	0,315 **	0,316 **	1	
Recommen_	4,1671	0,92506	0,571 **	0,565 **	0,471 **	0,561 **	0,498 **	1

P<0,01**

4.4 Structural Model and Regression Analyses

Multiple regression method had been used to test hypotheses conducted in the context of the research. Multiple regression analysis is a highly acclaimed method in many disciplines to determine the linear combination of a set of predictors that provides the best estimation point of the dependent variables in a set (Mason & Perrault Jr. , 1991). All the models used in this study have been analyzed with SPSS 20 statistical application and results in hand are explained below respectively.

4.4.1 Regression Analysis About the Effects of Dimensions of Psychological Commitment on Brand Loyalty

Results of regression analysis about the effects of dimensions of psychological commitment on brand loyalty have been presented in table 4.5. As may easily be observed from the table as well, model is highly significant ($F=56,479$, $p=0,000$) and R^2 value is 0,214. A positive effect in a range of $p<0,01$ has been found two of three independent variables respectively; identification ($\beta=0,168$; $p=0,000$), and knowledge ($\beta=0,085$ $p=0,000$), On the other hand no significance has been found for psychological allegiance ($\beta=0,295$; $p=0,064$).

Table 4.5 Effects of Dimensions of Psychological Commitment On Brand Loyalty

Independent Variables	Standard Beta	t	p
Identification	0,168	3,727	,000
Psychological Allegiance	0,085	1,853	0,064
Knowledge	0,295	6,809	0,000
F=56,479p= 0,000		R₂ =0,214	

4.4.2 Regression Analysis About the Effects of Dimensions of Psychological Commitment on Customer Satisfaction

Results of regression analysis about the effects of dimensions of psychological commitment on customer satisfaction have been presented in table 4.6. As may easily be observed from the table as well, model is highly significant ($F=49,841$, $p=0,000$) and R^2 value is 0,194. A positive effect in a range of $p<0,01$ has been found for two of the three independent variables respectively; identification ($\beta=0,225$ $p=0,000$) and knowledge ($\beta=0,197$; $p=0,000$). On the other hand psychological allegiance ($\beta=0,101$; $p=0,021$) is also found significant in the range of $p<0,05$.

Table 4.6 Effects of Dimensions of Psychological Commitment On Customer Satisfaction

Independent Variables	Standard Beta	t	p
Identification	0,225	4,925	,000
Psychological Allegiance	0,197	4,225	,000
Knowledge	0,101	2,310	0,021
F=49,841 p= 0,000		R²=0,194	

4.4.3 Regression Analysis About the Effects of Dimensions of Psychological Commitment on Customer Recommendation

Results of regression analysis about the effects of dimensions of psychological commitment on customer satisfaction have been presented in table 4.7. As may easily be observed from the table as well, model is highly significant ($F=154,518$, $p=0,000$) and R^2 value is 0, 427. A positive effect in a range of $p<0,01$ has been found for all the three independent variables respectively; identification ($\beta=0,323$; $p=0,000$), psychological allegiance ($\beta=0,493$ $p=0,000$) and knowledge ($\beta=0,185$ $p=0,000$).

Table 4.7 Effects of Dimensions of Psychological Commitment On Customer Recommendation

Independent Variables	Standard Beta	t	p
Identification	0,323	8,395	,000
Psychological Allegiance	0,493	7,596	,000
Knowledge	0,185	4,217	,000
F=154,518 p= 0,000		R₂ =0,427	

Testing of Research Hypotheses

Hypotheses	Supported/Rejected
H1a: Identification effects brand loyalty.	Supported $\beta=0,168$ p=0,000
H1b: Identification effects customer satisfaction.	Supported $\beta=0,225$ p=0,064
H1c: Identification effects customer recommendation.	Supported $\beta=0,323$ p=0,000
H2a: Psychological Allegiance effects brand loyalty.	Rejected $\beta=0,085$ p=0,000
H2b: Psychological Allegiance effects customer satisfaction.	Supported $\beta=0,197$ p=0,000
H2c: Psychological Allegiance effects customer recommendation.	Supported $\beta=0,493$ p=0,021
H3a: Knowledge effects brand loyalty.	Supported $\beta=0,295$ p=0,000
H3b: Knowledge effects customer satisfaction.	Supported $\beta=0,101$ p=0,000
H3c: Knowledge effects customer recommendation.	Supported $\beta=0,185$ p=0,000

5. Conclusion and Recommendations

Aim of this thesis is to research and reveal the effects of psychological commitment and its dimensions over supported clubs' licensed products. In the context of this aim a case study over Galatasaray football club had been conducted.

In this chapter results of statistical analysis and relationships between factors had been examined in context with the current literature. On the other hand recommendations for both academicians and football club marketers and organizational committees are accessible throughout the chapter. In addition to that constraints and limitations for the study at hand have been presented.

5.1 Results of Study

Results obtained in this study had been acquired by the questionnaire conducted upon Galatasaray football club fans throughout social media and matches played in the home ground of Galatasaray football club. In the constituted model hypotheses had been tested from the results of 627 questionnaires dispatched. Findings from this implementation make recommendations towards academicians that would prefer to study in sports marketing and management field and football club marketers that would evaluate the beneficial role of psychological commitment of football fans' on their licensed products.

5.2 Overall Results

Throughout this study many findings have been obtained. In broad meaning this study shed light into the phenomenon of fan loyalty's effect on clubs' sustainable development over the perspective of purchasing of licensed products dispensed by sports club. Results obtained in this study have been found in compliance with other studies conducted in other countries more developed in terms sports marketing (Madrigal, 1995; Mahony, Madrigal, & Howard, 2000; Trail & James, 2001;

Gladden & Funk, 2002; Slattery & Shaw, 2003). On the other hand this study also carries an importance for Turkish sport marketing literature generally lacking in terms of evaluation of psychological commitment.

In the light of this findings it had been found out that psychological commitment and its dimensions positively effects the brand loyalty which in fact will lead to more progressive sales that would create a grand financial contribution towards football clubs financial structures.

After the evaluation of the gathered data and regression analyses conducted upon them it has been found that dimensions of the psychological commitment positively effects the satisfaction of Galatasaray fans obtained from the purchase of licensed product dispensed by the Galatasaray football club. In addition to that it is also have been found that dimensions of psychological commitment positively effects the customer recommendation which in fact leads to WOM advertising, succession of community center around over Galatasaray football club.

In this study a curious revelation had been observed. In other studies from different cultures, academicians found out that psychological allegiance formed as the last dimension of psychological commitment (Gladden & Funk, 2000; Funk & James, 2000; Funk & James, 2001; Theodorakis, Alexandris, Tsigilis, & Karvounis, 2013). But for the Turkish culture on this study it has been found out that psychological allegiance formed as the pioneer dimension and followed by identification and knowledge. It is an important finding especially for Turkish sports marketers that prepares marketing insights for sports clubs.

As it was stated in the introduction part of this study football is becoming more globalized in every passing day and accordingly competition and financial regulations are getting tougher and tougher. It has been a well-known fact that many of the sports clubs are operating with debt policy as Kuper and Szymanski (2012) stated, still they need to create an operating income for themselves. In the light of thus statements it is easy to determine the pivotal role of the fans; sole contributors of a sports organizations. It is not easy to discuss about achievements and trophies without the support of a committed fans, therefore it is the job of the organizational committee of the sports club to better understand the needs and wants of their lungs;

football fans. Many of the Europe's elite clubs are increased their fandom through the different parts of the world. The English giants Manchester United for example have opened the Asian market to other clubs by penetrating the market first after the 2002 World Cup held by South Korea and Japan. Nevertheless Turkic markets of Asia that are developing both in economy and sports might be a good decision for Galatasaray to penetrate. Whereas it has been known that a crowded fan base had been established in the Europe by the Turkish immigrants who felt a self-achievement with the successes Galatasaray obtained in European Cups. An increase in the investment in Europe market might also beneficial for Galatasaray football club. In fact investing in other countries would not only trigger immigrant settlers but also will contribute towards the recognition of football club by the local society.

This study revealed that the fans of Galatasaray football club are also value themselves as the committed community towards the colors and logo of Galatasaray football club, no different than the other fans in other cultures developed in football context. It had been stated in the previous parts of this research that the fans in Turkey or fans of Galatasaray football club are slightly different in terms of the development of the psychological commitment. They psychologically align themselves with the club without the proper knowledge or identification that is required in the literature. Even though for other cultures psychological commitment develops with the processing of information to knowledge and identification therefore shifts to psychological allegiance in Turkish fandoms people are tend to become loyalist to the club after they choose to support. Which is in fact an expected outcome before the study had begun because of the observations had been done in the years spent as a member of fandom. Therefore Galatasaray's marketers should target to trigger the loyalty of Galatasaray fans with licensed products they choose to dispense in the short run. It ha been observed that after enough time fandom in subject chooses to increase the other dimensions. In short meaning to be able to sell more products to the fans a book about the history of Galatasaray football club would not much help as much as a special day with the star player autographing his jersey for the fans.

On the other hand support of the Galatasaray's managerial board is highly vital for the establishment of the psychological commitment. Galatasaray's fandom is more crowded than the many nations that are the members of the EU. Therefore it is

highly essential for Galatasaray managerial board to ensure their loyalty to sustain the development of the club. This population provides an explicit and very special advantage for Galatasaray in comply with their objectives to become a top 10 team in the Europe.

It would be beneficial the increase the communication with the fans which in fact would create a reciprocal contribution to both ends. Fans' self-evaluation of commitment is not enough to create a competitive advantage but managerial board efforts to evoke the feeling of inclusion to a society will help. On the other hand couple of social responsibility projects that will bring fans and football players together for the same cause may also be contributive towards the goal of sustaining more committed fans.

As a conclusion it is necessary to increase the commitment level of football fans with more communication, inclusion and investment. Strategic plans should be developed and the role of club marketers who understands the fans' behavior and structure should be increased in decision-making process. Lastly stadium conditions should be improved and more investment and innovation to increase the entertainment inside and outside the stadium should be considered because of the fact that many of the football fans are regarding the Turk Telekom Arena as their "second-home".

5.3 Limitations and Recommendations for Further Researches

In addition to theoretical and practical results this study had been presented there are also limitations and constraints. First of all study had only covered the fandom of Galatasaray football club therefore the results may vary for other fandoms supporting other football clubs. Secondly, Galatasaray football club is a highly acclaimed organization in Turkey and they are contenders for the title every year. Therefore loyalty may bias with the successes club had obtained. Another study with a no-contender club would be beneficial to be able to examine commitment for lesser successful clubs.

On the other hand no comparison have been made to measure the importance of the psychological commitment for other clubs licensed product. Another study might have been done to compare teams from other leagues or from Turkish Super League to better understand the general perception.

Nevertheless a qualitative study with the employees of a sports club such as sportsmen and women to examine the organizational psychological commitment might also be an interesting field of study to better understand professionals' perception of commitment in an area that expects non-professional commitment.

Lastly a research targeting the fans that are living outside of Turkey but supporting a Turkish club would be a beneficial to comprehend the evaluation of commitment therefore the purchasing decisions when the cultural environment changes.

6. References

- Aaker, D. A. (1996). Measuring brand equality across products and markets . *California Management Review* , 38 (3), 103.
- Aaker, D. A., & Jacobson, R. (1994). The Financial Information Content on Perceived Quality . *Journal of Marketing Research* , 31 (8), 191-201.
- Abdelmajid, A. (1998). Consumers' true brand loyalty: the central role of commitment. *Journal of Strategic Marketing* (6), 305-319.
- Anderson, E. W., & Sullivan , M. W. (1993). The Antecedants and Consequences of Customer Satisfaction for Firms. *Marketing Science* , 12 (2), 125-144.
- Anderson, E. W., Fornell, C., & Lehmann, R. D. (1994). Customer Satisfaction, Market Share and Profitability: findings from Sweden. *The Journal of Marketing* , 58 (1), 53-66.
- Anderson, E. W., Fornell, C., & Rust, R. T. (1997). Customer Satisfaction, Productivity and Profitability: Differences Between Goods and Services. *Marketing Science* , 16 (2), 129-145.
- Anton, J., & Petouff, N. (1996). *Customer relationship management*. New York: Prentice Hall.
- Arndt, J. (1967). Word-of-mouth advertising and informal communication. In D. Cox, & D. Cox (Ed.), *Risk taking and information handling in consumer behaviour* (pp. 450-476). Boston: Boston Harvard University.
- Athanassopoulos, A. D. (2000). Customer Satisfaction Cues to Support Market Segmentation and Explain Switching Behaviour . *Journal of Business Research* , 47, 191-207.
- Backman, S. J., & Crompton, J. L. (1991). Differentiating between high, spurious, latent, and low loyalty participants in two leisure activities. *Journal of Park and Recreation Administration* , 9 (2), 1-17.
- Bagozzi, R., & Dholakia, U. M. (2006). Antecedents and purchase consequences of customer participation in small group brand communities. *International Journal of Research Marketing* , 23, 45-61.
- Baldinger, A. L., Blair, E., & Echambadi, R. (2002). Why Brands Grow. *Journal of Advertising Research* , 7-14.

Battini, A. (2012). Reshaping the national bounds through fandom: the UltraAslan of Galatasaray. *Soccer & Society* , 13 (5-6), 701-719.

Beatty, S. E., Homer, P., & Kahle, L. R. (1998). The involvement-commitment model: theory and implications. *Journal of Business Research* , 16 (2), 149-167.

Bee, C. C., & Havitz, M. E. (2010). Exploring the relationship between involvement, fan attraction, psychological commitment and behavioural loyalty in a sports spectator context. *International Journal of Sports Marketing & Sponsorships* , 1, 140-157.

Berger, I. E., Cunningham, P. H., & Drumwright, M. E. (2006). Identity, Identification, and Relationship Through Social Alliances. *Journal of Academy of Marketing Sciences* , 34 (2), 128-137.

Bolen, W. H. (1994). The role of word-of-mouth “advertising” in retailing. *American Business Review* , 12 (2), 11-14.

Bolton, R. N., & Lemon, K. N. (1999). A Dynamic Model of Customers’ Usage of Services: Usage as an Antecedent and Consequence of Satisfaction. *Journal of Marketing Research* , 36 (5), 171-186.

Bora, T., & Senyuva, Ö. (2011). Nationalism, europeanization and football: Turkish fandom transformed? In G. Robin, *Football, Europe et regulations* (pp. 35-52). Villeneuve-d'Ascq: Press Universitaires du Septentrion.

Boulaire, C., Lefrançois, P., & Léry, V. (1996). *Systemes d'information marketing, organisation imaginaire et post-modernité*. Québec: Université Laval.

Bowlby, J. *The making and breaking of affectional bonds*. London: Tavistock.

Brandirectory. (2013, 08 12). *The Brand Finance® Football 50 2013*. Retrieved from Brandirectory Website: http://brandirectory.com/league_tables/table/the-brand-finance---football-50-2013

Bristow, D. N., & Sebastian, R. J. (2001). Holy cow! Wait ’til next year! A closer look at the brand loyalty of Chicago Cubs baseball fans. *Journal of Consumer Marketing* , 18 (3), 256-275.

Cardozo, R. N. (1965). An Experimental Study of Customer Effort, Expectation and Satisfaction. *Journal of Marketing Research* , 2, 244-249.

Carlson, B. D., & Donavan, T. D. (2013). Human Brands in Sport: Athlete Brand Personality and Identification . *Journal of Sports Management* , 27, 193-216.

Chadwick, S., & Burton , N. (2008). From Beckham to Ronaldo — Assessing the nature of football player brands. *Journal of Sponsorships* , 1 (4), 307-317.

Chen, C.-F., & Chen, F.-S. (2010). Experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists. *Tourism Management* , 31 (1), 29-35.

- Churchill, G. A., & Surprenant, G. (1982). An Investigation Into the Determinants of Customer Satisfaction. *Journal of Marketing Research* , 19 (4), 491.
- Clemes, M. D., Brush, G. J., & Collins, M. J. (2011). Analysing the professional sport experience: A hierarchical approach. *Sport Management Review* , 14, 370-388.
- Cova, B. (1997). Community and consumption: Towards a definition of the “linking value” of product or services. *European Journal of Marketing* , 31 (3/4), 297-316.
- Cronin Jr, J. J., Brady, M. K., & Hult, G. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing* , 76 (2), 193-218.
- Crosby, L. A., & Taylor, J. R. (1983). Psychological commitment and its effects on post-decision evaluation and preference stability among voters. *Journal of Consumer Research* , 413-431.
- Day, G. (1984). Modelling Choices Among Alternative Responses to Dissatisfaction . *Advances in Consumer Research* , 496-499.
- Day, G. S. (1969). A Two-Dimensional Concept of Brand Loyalty. *Journal of Advertising* , 9 (3), 29-35.
- Dick, A. S., & Kunal, B. (1994). Customer Loyalty: Toward an Integrated Conceptual Framework,". *Journal of the Academy of Marketing Science* , 2 (22), 99-113.
- Donovan, D., Carlson , B., & Zimmerman, M. (2005). The influence of fan identificaiton on personality traits. *Sport Marketing Quarterly* (14), 34-42.
- Donovan, T. D., Carlson, D. B., & Zimmerman, M. (2005). The influence of personality traits on sports fan identification. *Sports Marketing Quarterly* , 14 (1), 31-42.
- Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational Images and Member Identification. *Administrative Science Quarterly* , 39 (6), 239-263.
- Elliott, R. (1998). Brand as symbolic resources for the construction of identity. *International Journal of Advertising* , 17 (2), 131-144.
- Engel, J. F., & Blackwell, R. D. (1982). *Consumer Behaviour* (Vol. 4). Chicago, USA: Dryden Press.
- Escalas, J., & Bettman, J. (2005). Self-construal, Reference Groups and Brand Meaning. *Journal of Consumer Research* , 32 (3), 378-89.
- Euchner, C. C. (1993). *Playing the Field: Why Sport Teams Move and Cities Fight to Keep Them*. Baltimore: Johns Hopkins University Press.

- Farley , J. U. (1964). Why Does "Brand Loyalty" Vary Over Products. *Journal of Marketing Research* , 1 (4), 9-14.
- Fichman, M., & Levinthal, D. A. (1991). Honeymoons and the Liability of Adolescence: A New Perspective on Duration Dependence In Social and Organizational Relationships. *Academy of Management Review* , 16 (2), 442-468.
- Fisher , R. J., & Wakefield, K. (1998). Factors Leading to Group Identification: A Field Study of Winners and Losers . *Psychology & Marketing* , 15 (1), 23-40.
- Fiske, J. (2001). The cultural economy of fandom. In L. A. Lewis, *The Adoring Audience* (pp. 30-39). New York: Routledge.
- Fornell, C., Johnson, M. D., Anderson, E. W., Cha, J., & Bryant, B. E. (1996). The American Customer Satisfaction Index: Nature, Purpose, and Findings. *Journal of Marketing* , 60, 7-18.
- Funk, D. C. (1998). *Fan loyalty: The structure and stability of an individual's loyalty toward an athletic team*. Ohio State University. Ohio : Unpublished Doctoral Dissearation.
- Funk, D. C., & James, J. D. (2000). Consumer Loyalty: The Meaning of Attachment in the Development of Sport Team Allegiance . *Journal of Sport Management* , 20, 189-217.
- Funk, D. C., & James, J. (2001). The Psychological Continuum Model: A Conceptual Framework for Understanding an Individual's Psychological Connection to Sport. *Sport Management Review* , 4 (1), 119-150.
- Funk, D. C., & Pastore, D. L. (2000). Equating attitudes to allegiance: The usefulness of selected attitudinal information in segmenting loyalty to professional sports teams. *Sport Marketing Quarterly* , 9 (4), 175-184.
- Funk, D. C., Ridinger, L. L., & Moorman, A. M. (2001). nderstanding consumer support: Extending the Sport Interest Inventory (SII) to examine individual differences among women's professional sport consumers. *Sport Management Review* ,6 (1), 1-31.
- Gaertner, K. N., & Nollen, S. D. (1989). Career experiences, perceptions of employment practices, and psychological commitment to the organization. *Human Relations* , 42 (11), 975-991.
- Gahwiler, P., & Havitz, M. E. (1998). Toward a relational understanding of leisure social worlds, involvement, psychological commitment, and behavioral loyalty. *Leisure Sciences* , 20 (1), 1-23.
- Gilly, M. C., & Gelb, B. D. (1982). Post-Purchase Customer Standardizations and the Complaining Consumer. *Journal of Consumer Research* , 9, 323-328.

Gladden, J. M., & Funk, D. C. (2002). Developing an understanding of brand associations in team sport: empirical evidence from consumers of professional sport. *Journal of Sport management* , 16 (1), 54-81.

Gladden, J. M., & Funk, D. C. (2004). Understanding Brand Loyalty in Professional Sport: Examining the Link Between Brand Associations and Brand Loyalty. In S. R. Rosner, & K. L. Shropshire , *The Business of Sports* (pp. 194-199). London: Jones and Bartlett Publishers .

Gommans, M., Krishnan, K. S., & Scheffold, K. B. (2001). From Brand Loyalty to E-Loyalty: A Conceptual Framework. *Journal of Economics and Social Research* , 3 (1), 43-58.

Gray, G., & Pratt, R. (1991). *Towards a discipline of nursing*. Melbourne: Churchill Livingstone.

Griffin, J. (2002). *Customer Loyalty: How to Earn it and How to Keep it* (2nd Edition ed.). San Fransisco, United States of America: Jossey-Bass.

Gronholdt, L., Martensen, A., & Kristensen, K. (2000). The relationship between customer satisfaction and loyalty: cross-industry diVerences. *Total Quality Management* , 11, 509-514.

Gustaffson, A., Johnson, M. D., & Roos, I. (2005). The effects of customer satisfaction, relationship commitment dimensions, and triggers on customer retention. *Journal of Marketing* , 210-218.

Hagel, J. I., & Armstrong, A. G. (1997). *Expanding Markets Through Virtual Communities*. Boston: Harvard Business School Press.

Haldin-Herrhard, T. (2000). Difficulties in diffusion of tacit knowledge in organization. *Journal of Intellectual Capital* , 1 (4), 357-365.

Hansen, M., Nohria, N., & Thomas, T. (2000). What's your strategy for managing knowledge. *Harward Business Review* , 55-69.

Hogg, M. A., Terry, D. J., & White, K. M. (1995). A Tale of Two Theories: A Critical Comparison of Identitiy Theory With Social Identity Theory. *Social Psychology Quarterly* , 58 (4), 255-269.

Homburg, C., & Giering, A. (2001). Personal characteristics as moderators of the relationship between customer satisfaction and loyalty—an empirical analysis. *Pscyhology & Marketing* , 18 (1), 43-66.

Huber, G. P. (1991). Organizational learning: The contrib- uting processes and the literature. *Organization Science* , 2, 88-125.

Hunt, K. H. (1977). Consumer Satisfaction/Dissatisfaction: Overview and Research Directions. In K. H. Hunt , *Conceptualization and Measurement of Consumer*

- Satisfaction and Dissatisfaction* (pp. 455-88). Cambridge: Marketing Science Institute.
- Iwasaki, Y., & Havitz, M. E. (1998). A path analytic model of the relationships between involvement, psychological commitment, and loyalty. *Journal of Leisure Research* , 30 (2), 256-280.
- Jacoby, J. (1971). A Model of Multi-Brand Loyalty. *Journal of Advertising Research* , 25-30.
- Jacoby, J., & Chestnut, R. W. (1978). *Brand loyalty: Measurement and management*. New York: Wiley.
- Jacoby, J., & Kyner, D. B. (1973). Brand loyalty vs. repeat purchasing behavior. *Journal of Marketing Research* , 1-9.
- Jones, H., & Farquhar, J. D. (2003). Contact management and customer loyalty. *Journal of Financial Services Marketing* , 8 (1), 171-178.
- Jones, I. (1997). Mixing Qualitative and Quantitative Methods in Sports Fan Research . *The Qualitative Report* , 3 (4), 1-9.
- Jones, M. A. (2002). Why Customers Stay: Measuring the Underlying Dimensions of Services Switching Costs and Managing Their Differential Strategic Outcomes. *Journal of Business Research* , 55, 441-450.
- Kerlinger, F. N. (1986). *Foundations of Behavioral Research*.
- Kersbergen, K. V. (2000). Political allegiance and European integration. *European Journal of Political Research* , 37, 1-17.
- Klugman, M. (2009). Loves, Suffering and Identification: the passions of Australian Football League Fans. *The International Journal of the History of Sport* , 26 (1), 21-44.
- Kohut, H. (1978). Narcissism as Resistance and as a Driving Force in History. In P. Ornstein (Ed.), *The Search for the Self: Selected Writings of Heinz Kohut* (Vol. 2, pp. 547-62). New York: New York :International University Press.
- Kumar, V., & Shah, D. (2004). Building and Sustaining profitable customer loyalty for the 21st century. *Journal of Retailing* , 80 (4), 317-329.
- Kuper, S., & Szymanski, S. (2012). *Soccernomics* . New York: Nation Books.
- Kwon, H., & Trail, G. (2003). A re-examination of the construct and concurrent validity of the Psychological Commitment to Team Scale. *Sport Marketing Quarterly* (12), 88-93.
- Leeuwen, L. V., Quick, S., & Daniel, K. (2002). The Sport Spectator Satisfaction Model: A Conceptual Framework for Understanding the Satisfaction of Spectators. *Sport Management Review* , 5, 99-128.

- Madrigal, R. (1995). Cognitive and affective determinants of fan satisfaction with sporting event attendance. *Journal of Leisure Research* , 27 (3), 205.
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behaviour* , 13 (2), 103-123.
- Mahony, D. F., Madrigal, R., & Howard , D. (2000). Using the Psychological Commitment to Team (PCT) Scale to Segment Sport Consumers Based On Loyalty. *Sport Management Quarterly* , 9 (1), pp. 15-24.
- Mason, C. H., & Perrault Jr. , W. D. (1991). Collinearity, Power, and Interpretation of Multiple Regression Analysis. *Journal of Marketing Research* , 18 (8), 268-80.
- Miller, P. (1977). The Transactions Demand for Money in a Three Asset Company. *International Economic Review* , 18 (2), 345-367.
- Mishra, S., Umesh, U., & Stem, D. E. (1993). ntecedents of the attraction effect: an information-processing approach. *Journal of Marketing Research* , 30 (8), 331-349.
- Newman, J. W., & Werbel, R. A. (1973). Multivariate Analysis of Brand Loyalty for Major Household Appliances. *Journal of Marketing Research* , 404-409.
- Nicolau, J. L. (2011). The effect of winning the 2010 FIFA World Cup on the tourism market value: The Spanish case. *Omega* (40), 503-510.
- Nonaka, I., & Takeuchi, H. (1995). *The Knowledge Creating Company*. Oxford: Oxford University Press.
- Nyer, P. (1999). Cathartic Complaining As a Means of Reducing Customer Dissatisfaction. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behaviour* , 12, 15-25.
- Oliver, R. L. (1987). An Investigation of the Interrelationship Between Consumer (Dis)Satisfaction and Complaining Reports. *Advances In Customer Research* , 14, 218-222.
- Oliver, R. L. (1981). Measurement and evaluation of satisfaction processes in retail settings. *Journal of Retailing* , 57, 25-48.
- Oliver, R. L. (1997). *Satisfaction: A Behavioral Perspective on the Consumer*. New York: Mc Graw Hill.
- Oliver, R. L. (1999). Whence Consumer Loyalty? *Journal of Marketing* , 63 (SI), 33-44.
- Olsen, B. (1995). Brand loyalty and consumption patterns: the lineage factor. In J. F. Sherry, *Contemporary Marketing and Consumer Behaviour: An Anthropological Sourcebook*. CA: Sage Publications.

- Polanyi, M. (1962). *Personal Knowledge*. London: Routledge.
- Polo, J. F. (2011). Le sport au service de la candidature de la Turquie a l'Union Européenne. *Congrès de l'Association française de science politique*, (pp. 2-3). Strasbourg, France.
- Pritchard, M. P., Havitz , M. E., & Howard, D. R. (1999). Analyzing the commitment-loyalty link in service contexts. *Journal of the Academy of Marketing Science* , 27 (3), 333-348.
- Pritchard, M. P., Howard, D. R., & Havitz, M. E. (1992). Loyalty measurement: A critical examination and theoretical extension. *Leisure Sciences* , 14 (2), 155-164.
- Quester, P., Beverland, M., & Farrelly, F. (2006). Brand-Personal Values Fit and Brand Meanings: Exploring the Role Individual Values Play in Ongoing Brand Loyalty in Extreme Sport Subcultures. *Advances in Consumer Research* , 33, 21-27.
- Richelieu, A., & Boulaire, C. (2005). A post modern conception of the product and its applications to professional sports. *International Journal of Sports Marketing & Sponsorships* , 9, 24-34.
- Richins , M. L. (1983). Negative Word of Mouth by Dissatisfied Customers: A Pilot Study. *Journal of Marketing* , 1, 68-78.
- Rizzo, M. (2013, 1 1). *10 Toughest Club Football Stadiums in the World to Play 2013*. Retrieved 11 4, 2013, from Football Club Rankings : www.footballclubrankings.com/2013/01/the-best-football-stadiums-in-the-world-2013/
- Ruyter, K. D., & Wetzels, M. (2000). With a little help from my fans – Extending models of pro-social behaviour to explain supporters' intentions to buy soccer club shares. *Journal of Economic Psychology* , 21 (4) , 387-409.
- Samuelsen, B. M., & Sandvik, K. (1997). The concept of customer loyalty, in Proceedings: Marketing: Progress,Prospects,Perspectives,. *EMAC Conference* (pp. 1112-40). Warwick: Warwick Business School.
- Sanders, L. G., & Courtney , J. F. (1985). A field study of organizational factors influencing DSS success. *MIS Quarterly* , 9 (1), 77-93.
- Schafer, B. J., Konstan, J. A., & Riedl, J. (2001). E-Commerce Recommendation Applications. *Data Mininng and Knowledge Discovery* , 5, 115-113.
- Schmitt, B. (2012). The consumer psychology of brands. *Journal of Consumer Psychology* , 22, 7-17.
- Shamir, B. (1988). Commitment and Leisure. *Sociological Perspectives* , 31, 238-258.

Shank, M. D. (2005). *Sports marketing: A strategic perspective*. New Jersey: Pearson Prentice Hall.

Shoemaker, S., & Lewis, R. C. (1999). Customer loyalty: the future of hospitality marketin. *International Journal of Hospitality Management* , 18 (4), 345-370.

Slater, J. S. (2001). Collecting Brand Loyalty: A comparative analysis of how Coca-Cola and Hallmark use collecting behaviour to enhance brand loyalty. *Annual Conference of the Association of Consumer Research*. Salt Lake City: Annual Conference of the Association of Consumer Research.

Slattery, H., & Shaw, R. (2003). Brand value in the context of Australian Football League Clubs. *ANZMAC Conference Proceedings* (pp. 1-3). Adelaide: ANZMAC.

Smith, C. A., & Ellsworth, P. C. (1985). Patterns of cognitive appraisal in emotion. *Journal of Personality and Social Psychology* , 48 (4), 813-838.

So Foot.com. (2013, 10 21). *Top 10: Les meilleurs publics du monde*. Retrieved 11 4, 2013, from So Foot: Actu Foot Culture Societe Interviews Resultats: www.sofoot.com/top-10-les-meilleurs-publics-du-monde-172939.html

Spaaij, R., & Vinas, C. (2006). Passion, Politics and violence: A socio-historical anaylsis of Spanish ultras. *Soccer & Society* , 6 (1), 79-96.

Spender, J.-C. (1993). Competitive Advantage From Tacit Knowledge? Unpacking the Concept and Its Strategies. *Academy of Management Proceedings* (pp. 37-41). Manchester: Academy of Management.

Stephen, T. S., & Chandrashekar, M. (1992). Consumer Decision Making Following a Falied Service Encounter: A Pilot Study. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behaviour* , 5, 55-68.

Studer, M., & Thornton, A. (1989). Adolescent Religiosity and Contraceptive Usage. *Journal of Marriage and Family* , 49 (2), 117-128.

Sutton, W. A., Mcdonald, M. A., Milne, G. R., & Cimperman, J. (1997). Creating and fostering fan identification in professional sports. *Sport Marketing Quarteryl* , 6, 15-22.

Swan, J. E., & Trawick, F. I. (1980). Satisfaction related to predivtive vs. desired expectations. *Refining Concepets and Measures of Consumer Satisfaction and Complaining Behaviour* , 7-12.

Szymanski, D. M., & Henard, D. H. (2001). Customer satisfaction: a meta-analysis of the empirical evidence. *Journal of the Academy of Marketing* , 29 (1), 16-35.

Tajfel, H. (1982). *Social Identity and Intergroup Relations*. Cambridge: Cambridge University Press.

- Theodorakis, N. D., Alexandris, K., Tsigilis, N., & Karvounis, S. (2013). Predicting spectators' behavioural intentions in professional football: The role of satisfaction and service quality. *Sport Management Review* , 16, 85-96.
- Thomson, M. (2006). Human brands: Investigating antecedents to consumers' strong attachments to celebrities . *Journal of Marketing* , 104-119.
- Thomson, M., MacInnis, D. J., & Park, W. C. (2005). The ties that bind: Measuring the strength of consumers' emotional attachments to brands. *Journal of Consumer Psychology* , 15 (1), 77-91.
- Trail, G., & James, J. (2001). The Motivation Scale for Sport Consumption: A Comparison of Psychometric Properties with Other Sport Motivation Scales. *Journal of Sports Behaviour* , 24 (1), 108-127.
- Tucker, W. T. (1964). The Development of Brand Loyalty. *Journal of Marketing Research* , 1 (3), 32-35.
- Turner, M. (2012, 08 16). *World Football: Power Ranking the Most 25 Dedicated Fanbases*. Retrieved 11 04, 13, from Bleacher Report: bleacherreport.com/articles/1297109-power-ranking-the-25-most-dedicated-fanbases-in-world-football/page/23
- Van der Vergt, G., & Bunderson, S. J. (2005). Learning and Performance In Multidisciplinary Teams: The Importance of Collective Team Identification. *Academy of Management Journal* , 48 (3), 532-547.
- Walker, M., & Kent, A. (2009). Do Fans Care? Assessing the Influence of Corporate Social Responsibility on Consumer Attitudes in the Sport Industry. *Journal of Sport Management* , 23 (2), 743-769.
- Wann, D. L. (2006). Understanding the Positive Social Psychological Benefits of Sport Team Identification: The Team Identification-Social Level Psychological Health Model. *Group Dynamics: Theory, Research and Practice* , 10 (4), 272-296.
- Wann, D. L., & Branscombe, N. R. (1991). The positive social and self concept consequences of sports team identification. *Journal of Sport and Social Issues* , 15, 115-127.
- Wann, D. L., & Weaver, S. (2009). Understanding the Relationship between Sport Team Identification and Dimensions of Social Well-being . *North American Journal of Psychology* , 11 (2), 219-230.
- Wann, D., & Branscombe, N. (1990). Die hard and fair weather fans: Effects of identification on BIRGing and CORFing tendencies. *Journal of Sport and Social Issues* , 14, 103-117.
- Westbrook, R. A. (1980). Interpersonal Affective Influences on Consumer Satisfaction with Products. *Journal of Consumer Research* , 7, 49-54.

Westbrook, R. A. (1987). Product/consumption-based affective responses and postpurchase processes. *Journal of marketing research* , 258-270.

Yildiz, Y. (2011). Futbol Takımlarında Tüketici Tatmini ve Marka Güveninin Marka Sadakati ile İlişkisinin Araştırılması: Bir Yapısal Eşitlik Modeli Uygulaması. *Selçuk Üniversitesi Beden Eğitimi ve Spor Bilim Dergisi* , 13 (1), 31-38.

Zapf, M. K. (2005). The spiritual dimension of person and environment: Perspectives from social work and traditional knowledge . *International Social Work* , 48 (5), 633-642.

PA5	Galatasaray futbol takımının başına, yönetim tarafından hiç beğenmediğim bir teknik direktör getirilse dahi takımına bağlılığım etkilenmez.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PA6	Profesyonel futbolu seyretmeye başladığımdan beri Galatasaray futbol takımının taraftarıyım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PA7	En yakın arkadaşlarım başka bir takımların taraftarları olsa bile, Galatasaray futbol takımına olan sadakatimden hiç bir zaman vazgeçmem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PA8	Galatasaray futbol takımına olan bağlılığımı başka hiç bir takım için değiştirmem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PA9	Galatasaray futbol takımı hakkındaki inançlarımı değiştirmem zordur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PA10	Bence Galatasaray futbol takımı iyi performans sergilemese bile onu desteklemeye devam eden bir kişinin bu davranışı bir çok şey anlatır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KNW1	Galatasaray futbol takımı hakkında bildiğim her şeyi listelesen; listem çok uzun olurdu.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KNW2	Diğer takımlarla ilgili bilgilerime kıyasla, Galatasaray futbol takımı hakkında kendimi bir uzman olarak nitelendirebilirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KNW3	Galatasaray futbol takımı hakkında kendimi bilgili varsayarım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KNW4	Galatasaray futbol takımı hakkında çok şey biliyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BL1	GS Store mağazalarından alışveriş yaparım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BL2	GS Store mağazalarına düzenli aralıklarla giderim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BL3	Galatasaray amblemi olan eşyaları kullanırım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BL4	Galatasaray Dergisini alırım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BL5	Takımım ile ilgili içeriği olan dergileri okurum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BL6	GS TV'yi seyredirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BL7	Galatasaray kulübünün internet sitesini ziyaret ederim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BL8	Galatasaray kredi kartlarını kullanırım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BL9	Sezonluk kombine biletlerden edinirim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ST1	Galatasaray kulübü ürünlerinden aldığım genel hizmet düzeyi beklentilerimden yüksektir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ST2	Galatasaray kulübü ürünlerini satın aldıktan sonra hissettiğim duygusal tatmin oldukça yüksektir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ST3	Türkiye'deki diğer kulüplerin ürünleri ile karşılaştırıldığında Galatasaray ürünlerinin kalite-hizmet dengesi iyidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ST4	Galatasaray kulübünün; ürünlerine yönelik yönetsel anlayışı ve özeni beni tatmin etmektedir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC1	Galatasaray kulübünün ürünlerini diğer Galatasaraylı arkadaşlarıma da öneririm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC2	Taraf tutmayan fakat spordan keyif duyan diğer arkadaşlarıma Galatasaray ile ilgili faaliyetleri öneririm. (evinde oynadığı maçlarını seyretme, ürünlerini satın alma gibi)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC3	Sosyal medya platformlarında Galatasaray tecrübesini öneririm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RC4	Arkadaşlarımla veya yakınlarımla çocuklarıma Galatasaray ürünlerini hediye etmek bana keyif verir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>