

# ***Management Strategy of Community Public Facilities from the Perspective of Fairness Perception: A Single Case Study***

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**Abstract:** Nowadays, some communities' infrastructure is usually destroyed, and this problem is always happening in some communities, so much this kind of problem needs to be solved. Based on the theory of fairness perception, this study constructs the evolution mechanism of the community infrastructure operation process and analyzes the cases [1]. Based on the case analysis method, limited resources and business models, and property management affect the community's infrastructure. This study mainly investigates the infrastructure management of a community, to establish improvement methods. Also, this study is helpful to adjust infrastructure management.

**Keywords:** fairness perception; community public facilities; management strategy.

## **1. Introduction**

For community development, sports facilities are an essential part. Sports facilities are the center of residents' activities, which can help to enrich residents' life and improve their quality of life. China also has a lot of resources and funds to invest in this kind of infrastructure construction every year. However, there are many problems that in the operation of sports facilities such as improper management, facilities damage, opening hours and so on [2]. These problems made it impossible for the site to function properly. If we can solve these difficulties, we can improve the use of sports facilities, to stabilize the operation. At the same time, some research through the capital, grassroots governance, management, and other aspects of analysis to maintain, but they did not pay much attention to the public environment of sports facilities. Why should we analyze it for the aspect of the public environment? The reason is that the public environment determines the development of sports facilities. What's more, changing the public attitude can solve this problem. Based on the perspective of fairness, this survey was carried out from the tennis court in a community, and the main factor for the destruction of community public facilities was the friction between the public and the community management. An important factor affecting the development of sports facilities is residents' dissatisfaction with the restrictions on the use and management of courts, which leads to friction between residents and property, and also leads to the chaos of the use of venues. If the management mode is adjusted, it will help the community to guide the normal operation of public facilities [3].

## 2. Literature Review

This study adopts the fairness perception theory (Figure 1) about the problem of community public facilities [4]. The fairness perception theory is the individual's judgment on the fairness of events. First, the individual makes a judgment on rules, and the result of the judgment will lead to behaviors. If the result is fair, people will feel glad. On contrary, they will Protest and reprisal. The theory of perceived fairness is often applied to interpersonal relationships. Taking the Class committee election as an example. If the monitor is elected based on regular feedback, other students will have opinions. But if they choose to adopt the voting, students will think it's fair. According to the practical significance of the fairness perception theory in society, the sense of justice can be divided into three types. They are distributive fairness, procedural fairness, and consequential fairness. Distributive fairness is based on community interpersonal governance. It mainly solves the neighborhood conflict and focuses on social relations, which also includes the conflicts and friction between residents. Procedural fairness is based on the organization and neighborhood committees. For instance, a community needs to take into account both the public facilities and the response of residents for a fair result, so as to make the infrastructure can run completely. Consequential fairness is focused on the operation of the community management organizations, so it mainly considers the Community operation. Turning to this study, community sports facilities are the main priority of infrastructure construction, because the tennis court is the main site of the community. Thus, this study is based on outcome fairness [5].

**The time graph about the fairness perception**

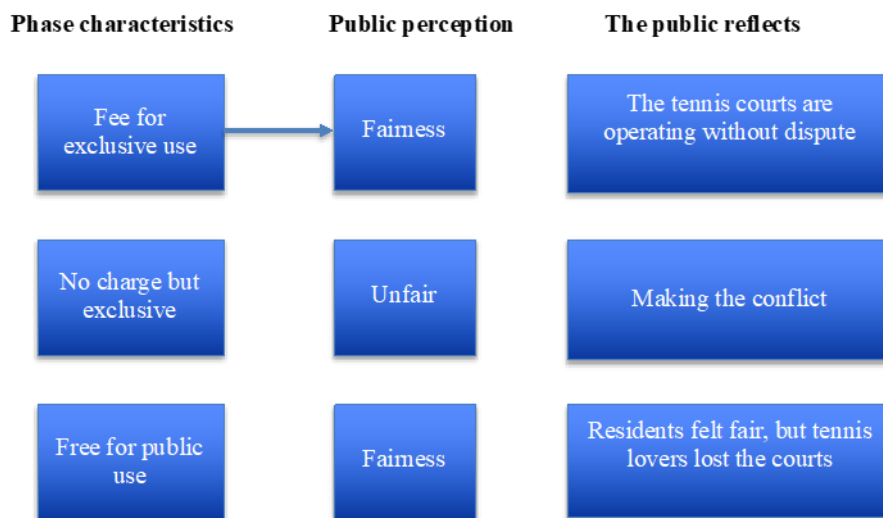


Figure 1. Theory Model

## 3. Case and investigation

This investigation selects the infrastructure of a community in Hangzhou from 1999 to 2019, mainly taking the tennis court as the research object. The property of the community did not play a role in maintaining, coordinating, and promoting the development of the tennis court, which led to problems in the use of the site and the environment. The data and information of the tennis court in one community district come from two parts: one is the different attitudes obtained by interviewing

different people on the spot; the second is the site condition through observation. The tennis court of a community was delivered in June 1999. At the beginning of the construction, tennis players need to register and pay the fee. The construction of the court is complete at first, and the equipment is pretty new, the lighting and the floor are also very good. In 2015, the property director canceled the tennis court payment policy because of the low crowd flow of the court. Then, they opened it to tennis players free of charge. Due to the cancellation of this tennis court payment policy and the right to use it only for tennis players, some residents in this community began to feel dissatisfied [6]. According to the investigation, there is only one open-air activity platform that exists in the community, so the residents also want to get the right to play on the tennis court. Then, the residents began to complain about the property and pointed out its unfairness. In this regard, the property has to adopt the tennis court open policy, so that residents can use the tennis court as well as tennis lovers. Therefore, this problem has been solved. Although this makes the residents feel fair, it greatly reduces the tennis time of tennis players. Moreover, the property does not interfere with the management of the tennis court, so the state of the court will have deteriorated as time goes on.

For the interviews, this study mainly investigated the property, residents, and tennis lovers for three different aspects of the object. About the property interviews, this study investigated the community property managers, to understand the historical development process of the community tennis court. For community residents, this study interviewed two residents to understand their attitude towards tennis court management.

#### 4. The using evolution of court and factor analysis

Taking the analysis of tennis court operation for investigation, the operation is divided into three stages. The first stage is asking one of the property's Administrators called Mr. Li. The tennis court of the community was started in June 1999. There was a garage under the court and residential buildings around, to make rational use of the court; the tennis court was built as an entertainment facility. For the original new tennis court, the property has a registration and payment policy. At this stage, the property and residents both feel fair, because the tennis courts are not all open. However, the charges make the residents feel that the operation is fair. As a result, the tennis courts are running normally.

The second stage is that after some time, the property added a basketball shelf into the tennis court, which can allow community residents to have more ways for fun. But after soon, some residents complained about the tennis court. The reason is that playing basketball affected the residential buildings, making them feel pretty noisy. In this regard, the property's measure is to remove the basketball rack and let the tennis court continue to operate. However, considering the participation of tennis lovers, the property has also canceled the charge and opened it to tennis players alone. But this has once again aroused the dissatisfaction of the residents. The reason is that residents also want to have entertainment activities on it. Mr. Li said, "Everyone wants to play on it. It has a good view and is spacious, so the residents want to go to activities". At this stage, the property canceled the charging policy of the tennis court, but only gave it to tennis lovers, which made the residents receive the impact of fairness perception, and residents became dissatisfied, which led to the further occurrence of the situation.

The last stage: with the feedback of residents, the property opened the court. This makes the flow of people on the tennis court start rising. Almost every day, there are old people and children to make activities, inevitably there are venues and tennis facilities damaged. As for the development of the site, the attitude of the property owners is to maintain the status quo, because they think that this will help both the property management and the residents' needs. Moreover, the residents also responded to this situation. In this survey, this study interviewed two residents who were active in these tennis courts. First of all, we asked Mr. Chen; as a not long-term resident, he thinks that there are not many

people playing tennis and the utilization rate is not high, only a few people. As for the utilization rate, he thinks that the utilization rate of residents' activities is high because generally, the players are adults. At the same time, if tennis lovers are allowed to play, they will occupy a whole court, which is not conducive to leisure activities. What's more, the mutual interference will lead to negative effects. But for the venue, he hopes the venue can be restored to ensure the quality of activities. Next is Mr. Fang; he is an old resident. His point of view is that there are fewer people that playing tennis and the utilization rate is not enough. In terms of its use, he thinks that different people have different views. He says that the tennis court should let the residents have fun. At this stage, the residents feel fair. It will bring benefits for the whole community, but the tennis court is completely reduced to a public place, making tennis lovers unable to do activities.

## 5. Interview summary

Summarize the above interviews and analysis. Some following factors influence the equipment in the communities: first, the activity space is limited, so some residents and tennis lovers will chase for resources. From the perspective of community-scale, there is only one tennis court that exists in the whole community. What's more, these residents have entertainment needs. Moreover, there are relatively few public spaces around the community, so there is a lack of sufficient public facilities and resources that can contain the daily leisure needs. Therefore, the crowding of public resources happened [7]. Although the community tennis court is a professional sports facility; because of the no-charge policy, the use of the court began vaguely. As a result, everyone will have the motivation to use the court. Therefore, the limited activity space is the main reason for the deterioration of the tennis court.

In addition, affected by the perception of fairness; although the site space is limited if fees are charged, it will be fair. Thus, this model has an impact on residents [8], and the fairness perception of community residents affects the operation process of tennis courts. However, the courts also have been in operation for several years. Nonetheless, after the free charge of the court, residents will feel that only some people can use a public place, which leads to injustice. Finally, they complain and take action to destroy the court facilities.

The last factor is the responsibility of the property. The property changes the previous policy into free public use so that residents begin to use the site for entertainment and play. All in all, they didn't manage the site well, and also didn't choose a good operation mode and use the right planning management, just drifted with the tide. Similarly, the property did not play the role of guidance and governance. First, they did not choose the appropriate model. Second, they didn't use the appropriate management. Therefore, if a necessary resource is to be used, the property must adopt a charging policy or open completely. Otherwise, in the case of limited resources, people will compete for the resources.

## 6. Conclusion

In summary, this community is going through the fairness perception and investigates the operation mode of a tennis court in different stages in this community. The process of the community tennis court is divided into three stages, from charging dedicated to no charge dedicated, then change to the free charge of public, different consumers will have different performances at different stages. Through case analysis, this study finds that three main factors lead to the normal operation of the tennis court: limited resources, business model, and property management. Limited resources have resulted in residents being unable to find other venues for recreation, and thus moving to tennis courts. At the same time, they were also unhappy with the property's no-fee exclusive policy [9], so the

property was forced to change the policy to allow residents to use the tennis court for activities. As a result, tennis courts were damaged.

This study summarizes the causes and mechanisms of the abandonment of community infrastructure. According to the reflection of this community, the abandonment of infrastructure will affect the operation of the community. Based on the theory of fairness perception, the theory is an important factor affecting the overall situation in the evolution process of community sports facilities. The infrastructure of the community is very important, and the damage and use of the facilities have a great impact on the management of the community. From China's current situation: the community construction is not pretty successful. From the perspective of fairness perception theory, the court's management mode should pay attention to balanced development in community management [10].

## 7. Limitations and Future Research

Although this study has some complete data and surveys to confirm the fairness perception theory, it also has some shortcomings. First, although this community is representative, the general data is not enough, and the investigated communities are insufficient. It still needs to be summed up by this infrastructure situation in other communities. Second, this study is mainly based on the fairness perception theory, but this theory is only based on this particular situation, so the diversity of different theories is insufficient. There may be other theories that can solve this problem for other communities or different situations in this community.

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