

ICHRIE Penn State Research Report

Motivation, Place Attachment, and Loyalty in a Country Club

Jim Butler
So Jung Lee



*The Hospitality &
Tourism Educators*

www.chrie.org

Sponsored by

PENNSTATE



School of Hospitality Management

Motivation, Place Attachment, and Loyalty in a Country Club

Author Information:

Jim Butler
Iowa State University
Ames, Iowa USA

So Jung Lee
Iowa State University
Ames, Iowa USA

Abstract

Introduction

Club members are the lifeblood of the private country club business. However, country club research is understudied because of the private nature of the business and lack of recognition of studying members' behaviors in the club. The research investigated the relationship between motivation of joining factors of members in a private country club, place attachment of members to the club, and membership loyalty to the country club. The study also examined the effects of demographic factors in motivation, forming place attachment, and loyalty to the club.

Relevance and Significance of the topic

Private country clubs, an important part of the hospitality business, have over 1.8 million members in the United States and employ 300,000 people. By identifying the relationships among member's motivation of joining factors, place attachment to the club, and loyalty to the club, the study will help the club business to be sustainable by better recruiting and retaining loyal members through strong attachment to the club.

Background

Motivation of joining factors for membership has been described with the concept of Push and Pull theory. Push factors are internal motivations and pull factors are external motivations. Place attachment is originally an environmental psychological concept that attempts to describe the emotional relationship between people and place. The concept was applied to describe the emotional relationship between the club and its members. Loyalty was viewed as both attitudinal and behavioral loyalty in the club.

Methodological Approach

This study used a quantitative approach that utilized a survey. The survey included three constructs of motivation of joining factors with 32 items, place attachment with 12 items, and loyalty with 7 items. The study chose a country club in the southern part of the United States. A web-based survey was created and delivered via Qualtrics, a survey software platform. The survey was sent to 490 members and 221 responded. Linear regression statistical analysis, independent sample T-test, and analysis of variance were conducted to examine the hypothesized relationships and demographic effects on the relationship.

Key Findings

The regression analysis indicated motivation of joining factors had a significant direct effect on place attachment. In addition, place attachment was found to have a significant direct effect on loyalty. Furthermore, the study revealed significant effects of demographic factors (gender, age, and membership length) in the relationships among motivation, place attachment, and loyalty.

Implications for practice

The findings identifies that members' joining motivation is an important factor in building strong attachment to the club, which leads to creating loyal customers. Further, the study demonstrates that gender, age, and membership length are important elements to understand members' motivation, place attachment, and loyalty. This study suggests several implications for practice as follows.

- The findings imply that understanding motivation factors is the first step for a club to build connections between members and the club. A club is suggested to conduct a survey to new members to understand various reasons to join the club. Based on findings from the survey, the club should develop marketing programs to meet members' motivation by personalizing services.
- This study found that members that scored high in the place attachment showed strong commitment, positive word-of-mouth, and renew intention. This relationship indicates that strong place attachment can be a critical component to retain existing members and to recruit new members. Clubs should create an action plan to increase loyalty of the club by creating an atmosphere where members can feel attached to members. In addition, the membership director should follow up with new members to develop an effective referral program, which will increase the sustainability of the club.
- The findings of demographic differences suggest that clubs recognize and respond to the demographic shift in gender, age, and membership to be successful in the future. Female, older, and long-term members showed stronger impact of place attachment on building loyalty. The club must recognize the important groups of female, older, and long-term members to retain them as loyal members. Whereas, this club touched base with new and younger members on a regular basis to ensure them to satisfy their motivations and connect them with the club. The club managers should recognize various demographic

groups that require different services and amenities in creating loyal customers.

Introduction

Members are the lifeblood of the private country club business¹. It is critical to constantly recruit new members to create a sustainable country club, and to maintain the loyalty of the current members. Barrows and Rideout (2010) indicate that "the need for accurate data to determine potential members is now more important than ever (p. 39)"² The 2008 economic study of the Club Managers Association of America (CMAA) identifies 1.8 million members nationwide are served in CMAA managed clubs, with the highest number of club members in the southern part of the United States (576,071). A typical country club loses 5-10% of their existing members on average each year.³

Motivation is an important element to understand consumer behaviors in the contexts of business, hospitality, and tourism. In the country club business, the concept of motivation could be a crucial construct to understand why people join a country club. Some club members are pushed to join a club due to their internal desire such as escape and social network, while others are pulled by the external factors of the country club such as the amenities or environments.

However, while understanding motivation to join a club could be crucial to recruit a new member to be sustainable, the club industry itself has rarely explored which motivation factors are important in joining a specific club.⁴ This indicates that the club business needs to understand the motivation factors in order to attract potential members and sell new memberships.

Place attachment could be another critical component in understanding members' behaviors in the club industry. The concept of place attachment was originally developed in environmental psychology, describing close relationships between people and place.⁵ The

¹ Fornaro, J. (2003). Perfect storm-What does it mean for private clubs? *The Board Room*, 7(58), 12, 14, & 32-33.

² Barrows, C., & Ridout, M. (2010). Another decade of research in club management: A review of the literature in academic journals for the period 1994-2005. *Journal of Hospitality Marketing & Management*, 19(5), 421-463. doi:10.1080/19368623.2010.482825

³ McGladrey. (2014). Club trends report. Naples, Florida.

⁴ Clemenz, C. E., Kim, S., & Weaver, P. A. (2006). An exploratory study of waiting lists in private clubs. *International Journal of Hospitality & Tourism Administration*, 7(2), 37-41. doi:10.1300/J149v07n02

⁵ Kyle, G. T., Mowen, A. J., & Tarrant, M. (2004). Linking place preferences with place meaning: An examination of the relationship between place motivation and place attachment. *Journal of Environmental Psychology*, 24(4), 439-454. doi:10.1016/j.jenvp.2004.11.001

concept⁶ has been widely used in the leisure and tourism context to describe individuals' emotional bonds to places.⁷ In recent research, place attachment is recognized as an important construct in leading to loyalty, which is the core construct in consumer behaviors.⁸ However, limited studies have explored the role of place attachment in the context of country club. Further, little attention was given to the relationships of place attachment with motivation and loyalty within the country club industry.

Clubs have been changing because of new members with various socio-demography. For example, members consist of more females and members are living longer in the South Florida market. This creates generational diversity among the membership from an age perspective, and different expectations from a gender perspective. In previous research, several demographic factors influence place attachment and loyalty,⁹ including gender,¹⁰ age,¹¹ and length of residence.¹² Thus, these demographic factors should be considered to assess the relationships among variables to identify what factors are important in building place attachment and loyalty. This will help the club to recognize the significant demographic factors of club members, prevent distorting membership values, and provide information needed to effectively recruit members.

The purpose of the study was to investigate how club members' joining motivation influences place attachment, which in turn, leads to loyalty to the club. In addition, this study identified what demographic factors play a significant role in the relationships among the variables. Demographic factors included gender, age, and length of membership at the country club. The findings are expected to help the clubs to better recruit new members, develop their close relationship with the club, and keep them as loyal customers.

⁶ Kyle, G., Graefe, A., & Manning, R. (2005). Testing the dimensionality of place attachment in recreational settings. *Environment and Behavior*, 37(2), 153–177. doi:10.1177/0013916504269654

⁷ Magdalena, F. (2011). No place like home: Perspectives on place attachment and impacts on city management. *Journal of Town & City Management*, 1(4), 356-354.

⁸ Alexandris, K., Kouthouris, C., & Meligdis, A. (2006). Increasing customers' loyalty in a skiing resort: The contribution of place attachment and service quality. *International Journal of Contemporary Hospitality Management*, 18(5), 414-425.

⁹ Barrows, C., & Ridout, M. (2010). Another Decade of Research in Club Management: A Review of the Literature in Academic Journals for the Period 1994–2005. *Journal of Hospitality*

¹⁰ SRI, (2015). Florida Golf Economy. Retrieved from http://www.golf2020.com/media/47895/fl_golf_full_rpt_sri_finall_16_15.pdf

¹¹ McGladrey (2015). Club trends. Grey Oaks Country Club.

¹² Dann, G. M. (1981). Tourist motivation: An appraisal. *Annals of Tourism Research*, 7(2), 187–219.

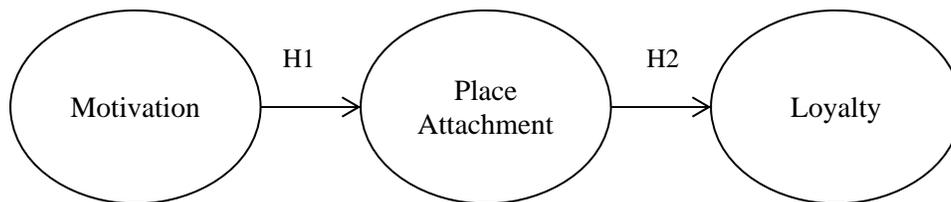
The following hypotheses were developed to examine the relationship between motivation and place attachment and between place attachment and loyalty.

H1: Members' motivation to join a club has a positive effect on place attachment.

H2: Members' place attachment has a significant effect on their loyalty to the club.

The proposed model along the hypotheses is depicted in Figure 1.

Figure 1. The proposed model



Background

There are many different types of clubs including country clubs, golf clubs, dining clubs, yacht clubs, tennis clubs, and corporate clubs. Private country clubs for this research will be defined as clubs offering a variety of amenities and social activities for members only (not open to the public). Many private clubs have a limitation on the total number of members, with more exclusive clubs having fewer members at a higher joining fee.

The club industry is lacking in research as described by Barrows and Ridout¹³ who identified 45 articles in a ten year period, with none being on motivation of joining factors, place attachment, and loyalty or the relationship between the three constructs. Country clubs are a significant part of the hospitality market in the southern part of the United States. In particular, clubs with golf courses in Florida generate \$8.2 billion in revenue, which is approximately twice the revenue of the amusement park industry (\$4.2 billion).¹⁴ The Florida market has rebounded from the 2009 economic downturn in the United States, resulting in an increase in membership sales beginning in 2010.¹⁵ Given the situation, the study could be useful to help the club business

¹³ Barrows, C., & Ridout, M. (2010). Another decade of research in club management: A review of the literature in academic journals for the period 1994-2005. *Journal of Hospitality Marketing & Management*, 19(5), 421-463. doi:10.1080/19368623.2010.482825

¹⁴ SRI, (2015). Florida Golf Economy. Retrieved from http://www.golf2020.com/media/47895/fl_golf_full_rpt_sri_final1_16_15.pdf

¹⁵ McGladrey. (2014). Club trends report. Naples, Florida.

in recognizing important factors to boost membership sales, build strong connections between members and the club, and maintain loyal members.

Research Methodology

Measurement

The survey consisted of three constructs: motivation, place attachment, and loyalty (Table 1). Motivation was measured with 32 items in two perspectives of internal factors (e.g., escape, socializing, physical rest, and activities) and external factors (e.g., amenities, facilities, environment, and financial condition of the club).¹⁶ Place attachment was measured by 12 items in the four parts of place identity, place dependence, social bonding, and place affect.¹⁷ Club loyalty was identified with 7 items indicating attitudinal and behavioral loyalty.¹⁸ All measurement used a Likert scale of 1-7, with 1 being not important and 7 being most important. Lastly, demographic information included gender, age, and length of time of membership.

Research venue and sampling

The study chose a country club, which is considered to be a high-end residential country club in the southern part of the United States. The country club is composed of multiple golf courses, multiple clubhouses, multiple restaurants, fitness, and tennis operations. The residential community consists of 1000 homes in which 85% of the residents belong to the internal country club while club membership is optional. Members consist of approximately 700 golf and 200 sport members. The club offers various activities such as golf rounds, social events, fitness, and tennis programs.

¹⁶ Dann, G. M. (1981). Tourist motivation: An appraisal. *Annals of Tourism Research*, 7(2), 187–219.

¹⁷ Lee, S. J. (2012). *From fandom to tourism: An examination of self-expansion theory*. UNLV Theses/Dissertations/Professional Papers/Capstones. Paper 1589.
<http://digitalscholarship.unlv.edu/thesesdissertations/1589>

¹⁸ Back, K. J., & Lee, J. S. (2009). Country club members' perceptions of value, image, congruence, and switching costs: An exploratory study of country club members' loyalty. *Journal of Hospitality & Tourism Research*, 33(4), 528–546. doi:10.1177/1096348009344232; Clem, T. (2011). *Understanding country club members' loyalty: Factors affecting membership renewal decisions*. Kent State University.

Data Collection

This study conducted a web-based survey as a quantitative method, using an online survey tool, Qualtrics. The survey was sent electronically on November 30, 2014 to 490 email addresses of new members who joined the club since 2010. A reminder was sent on December 1, 2014. Two follow-up reminders were sent out on December 3rd and December 10th only to those members who did not respond. On December 12, 2014 the survey closed. A total of 238 responses were recorded. After eliminating the incomplete surveys, 221 surveys were kept for future analysis, resulting in a usable response rate of 45%.

Data Analysis

A regression analysis, a popular method to test interactions among multiple variables,¹⁹ was used to compute the regression coefficients of the model using a statistic software, SPSS 22.0. An independent sample T-test and analysis of variance (ANOVA) were conducted to compare group differences in order to examine the impact of demographic factors on the relationships among variables.

Findings and Solution

Demographic Profile of Respondents

The analysis of the demographic data of this study indicates there were more male (57.5%) than female (42.5%) respondents. Approximately 9.3 % of the respondents were under 50 years old and 56.9% were 51-65 years old, while 33.8% were 66-74 years. The majority of the respondents were married (93.7%). The study focused only on new members that had joined since 2010. 77.4% respondents were residents of the club with real estate holdings inside the gates of the community and 20.4% were non-residents of the club outside of the gates. Membership is optional for the residents, although 85% of the residents obtain memberships.

Table 1 presents the means and standard deviations of motivation of joining factors with 32 items, place attachment with 12 items, and loyalty with 7 items. All alpha values were found to be at an acceptable level of 0.7 and higher,²⁰ indicating adequate internal consistency.

Regression analysis

¹⁹ Evans, M. G. (1991). The problem of analyzing multiplicative composites: Interactions revisited. *American Psychologist*, 46(1), 6.

²⁰ Nunnally, J. C. (1978). *Psychometric theory*. New York, NY: McGraw-Hill.

Linear regression analysis was performed to examine 1) whether motivation influences place attachment and 2) whether place attachment impacts loyalty. Table 2 provides the results of regression analysis. The linear relationships between motivation and place attachment was statistically significant, $F(1, 223) = 152.51, p < .0005$. About 41% of the variance in place attachment was explained by motivation, $R^2 = .41$. The regression coefficient for motivation, $b = .89, t(223) = 12.35, p < .0005$, supports H1 that members' motivation to join a club has a positive effect on place attachment. This finding implies that members who were highly motivated to join the country club were more likely to develop stronger attachments to the club. For example, members who joined the club because of the quality of the club, the highest motivation factor (Table 1) showed strong attachment to the club. Therefore, if a club delivers high quality of service and products, people are more likely to join the club and in turn, to form strong attachment to the club.

In addition, the linear relationships between place attachment and loyalty was statistically significant, $F(1, 222) = 261.357, p < .0005$. About 54% of the variance in loyalty was explained by place attachment, $R^2 = .54$. The regression coefficient for place attachment, $b = .62, t(222) = 16.17, p < .0005$, supports H2 that members' place attachment has a significant effect on their loyalty to the club. If a member has strongly attached to the club through various opportunities (e.g., social gathering with friends and family), the member is more likely to stay at the club and give positive word of mouth to others (e.g., new members). That is, place attachment is a significant factor in predicting membership loyalty to the club. Figure 2 depicts the relationships among the three variables of motivation, place attachment, and loyalty.

Figure 2. Results of Causal relationships among motivation, place attachment, and loyalty.



The effect of demographic factors on the relationships

Additional data analysis was followed up to identify the effects of demographics on the relationships between motivation and place attachment and between place attachment and loyalty (Table 3). First, regarding gender, an independent sample T-test revealed that female was

significantly higher than male in both relationships between motivation and place attachment, $t(219) = -4.172, p < .0005$ and between place attachment and loyalty, $t(219) = -2.796, p < .05$. This indicates that female's motivation had a more significant impact on place attachment, which in turn had a stronger impact on building loyalty to the club.

In regard to age, ANOVA showed that an age group with between 66 and 74 years old showed a significantly higher impact of place attachment on loyalty than the other group with under 50 years old, $F(3,220) = 3.376, p < .05$. This indicates that the oldest age group's place attachment was significantly stronger in building loyalty than the youngest age group's place attachment. That is, the older age group, the higher the impact of place attachment on loyalty.

Lastly, ANOVA revealed that the group of more than 2 years membership showed that their motivation had a stronger impact on place attachment than the group with less than 1 year membership, $F(2,220) = 3.761, p < .05$. This indicates that older members more than 2 years showed significantly stronger in feeling attached to the club than newer members less than 1 year. That is, the older membership, the higher the impact of motivation on place attachment.

Implications for Practice

The primary implication of the results of the study for club managers is that motivation to join a club is an important factor to predict member's attachment to the club, which in turn impacts their loyalty to the club. The results of the regression analysis indicate that if members' motivation of joining factors is high, they are more attached to the club, and they are loyal to the club. The findings highlight the important role of motivation in forming place attachment and loyalty in the country club context. This indicates that members' joining motivation is an important factor because it will give an opportunity to build strong relationship between members and the club, which will eventually lead to creating loyal customers. The followings are several suggestions that will help club managers to develop strong relationships with members and keep them as loyal customers.

- **Understand your members' motivation to join your club.**

The results of the direct relationship between motivation of joining factors and place attachment indicates that members are more likely attached when their motivation of joining are high. Conversely, if the motivation of joining factors is not met, then the members do not form attachment. That is, understanding motivation factors is will be the first step for a club to build connections between members and the club. Clubs should recognize various motivation factors

such as the reputation, exclusivity, quality, and financial condition of the club first. A survey to new members would be a great way to understand their motivation to join the club, while it has not been a common practice in the country club yet. The findings will be important resources to personalize services and provide an opportunity to feel them attached to the club. For example, if a member were motivated to join because of personal security, the security operation of the club and community would be an important factor in developing a sense of attachment to the community.

- **Develop marketing programs to meet your members' motivation**

Understanding the motivations of the members should be used to develop marketing programs. If the motivations are different, the club must consider offering various social events, programming, and amenities that are attractive to the various groups of members. For example, if family-oriented programs are a strong motivator, make sure to provide the children's programming during the holiday visits. Therefore, a club that can measure members' motivation, understand the importance of them, and provide an environment where members can achieve member's motivation would be successful in connecting them to the club.

- **Increase your members' attachment to the club.**

The study indicated that place attachment and loyalty were directly related, thus a member that builds strong attachment will show strong loyalty. Place attachment includes an emotional attachment component where the members become emotionally attached to the club. This bond between the member and the club results in developing loyal members. Place attachment also is developed as the values of the club are aligned with the values of the members. For example, if a club is philanthropic with the member's charity, a member who has a personal value of philanthropy is more likely to develop a deeper attachment to the club, and thus stronger loyalty. The ability of the club to create an atmosphere where members can bring friends and family is important to build attachment. For example, many clubs charge additional fees for members to entertain family members and friends, so clubs may consider reducing rates to encourage members to bring their family to the club, which is an opportunity to increase attachment. Strong place attachment can be a critical component to retain existing members and to recruit new members because of the current members' positive word of mouth.

- **Develop members' loyalty**

Loyalty is very important to the club business as in any business, it is easier to retain a

current member than find a new one. This study examines both behavioral loyalty (e.g., membership renew intention) and attitudinal loyalty (e.g., commitment). This study recommends investigating both attitudinal and behavioral loyalty of members and conducting a follow-up study such as focus group interview to better understand their future intention and increase their loyalty to the Club. The club should create an action plan to increase loyalty of the club. For example, the club could benchmark itself against other clubs in the area to demonstrate the value of club services and communicate the price advantage to create increased loyalty.

- **Understand demographic differences**

Gender. The study revealed significant differences demographically between men and women in regards to the relationships between motivation and place attachment and between place attachment and loyalty. First, women showed much stronger relationship between motivation and attachment than men. This indicates that women are more likely attached to the club when they are highly motivated to join it. In recent years, the membership number of women is increasing across the nation and women are mostly in charge of the family decision and entertainment. Thus, the finding indicates that clubs need to pay attention on women members' needs and providing services based on the motivations. The study also revealed women with higher place attachment had higher loyalty than the men. Clubs that are able to develop place attachment with their women members will lead to higher loyalty and the ability to maintain the membership with decreased resignation rates. The focus on women in the private club industry instead of the traditional male member is a shift for many clubs. The club may consider offering various services such as spa, skin care, and family events to meet the motivational needs of the female members. This will provide a great opportunity to build strong relationship with women and create loyal members to the club.

Age. Age demographics revealed that older members with higher place attachment had higher loyalty than younger members. Clubs must consider events that can help older members to build attachment and loyalty, by identifying older members' characteristics and preferences. For example, older members are more traditional, so parties that include dressing in black tie are attractive to the older members. Through events that customized to the older members, the members may feel their personal values reflected and a strong sense of belonging to the club. The strong attachment will lead them to appreciate the valuable membership. In addition, older members tend to appreciate the service of the staff, a more formal atmosphere, and personal connections in making reservations as opposed to technology. Therefore, the staff should be

trained to actively interact with the older members while providing services, which can be a good opportunity to build strong relationship with them.

The younger members are the future of a club. The lack of place attachment of the younger members is an opportunity for the club to evaluate if the programming and amenities offered by the club are meeting the needs of the younger members. The younger members with low place attachment could be a potential problem for the club because they might exhibit low loyalty as well. Lower loyalty results in the potential for fewer members as they might not refer their friends, may resign at a higher rate, or may talk negatively about the club. Therefore, the club should further explore the reasons for this lower attachment among younger members while developing programs and offering services to target the younger members.

Length of membership. The finding showed that members that belonged to the club longer than two years had stronger relationship between motivation and place attachment than members under one year. This result indicates that people who have been members for a longer time period might have more chances to build attachment to the club through various experiences based on their motivations. Thus, clubs should provide various services (e.g., activities and social events) and products (e.g., facilities and amenities) to meet members' motivations, which will lead to strong attachment by identifying themselves with the club, recognizing the club as the best club for their needs, and feeling socially connected to the club. In particular, the club can focus on new members to help them to get indoctrinated into the club through staff interaction, club programming development around new members, and the club orientation program. It will be critical to understand the motivation of the new members and personalize the attachment plan. For example, if a new member is philanthropic, the club should create opportunities for the new member to represent the club in the community and attach to the values of the club. In addition, the findings would suggest that this club touch base with new members at 3, 6, 9, and 12 months to ensure them to satisfy their motivations and connect them with the club.

Future Research and Limitations

The research is limited to one club in the southern part of the United States. The club is an exclusive, high-end country club focused around multiple golf courses and clubhouses. The results may or may not be different from different types of clubs and clubs in different locations. Researching motivation of joining factors, place attachment, and loyalty of other types of country clubs including golf clubs, lower priced clubs, different locations, and different equity

programs would allow for comparisons of the relationship of attachment as a mediated to motivation and loyalty. The research is significant to the club industry as it looks for verifiable research on the motivation of joining factors of members in private country clubs, the attachment to the club, and the exhibited behavioral and attitudinal loyalty.

Future research may consider including other types clubs of different demographics. This particular club has an average age of 65, equality of membership rights for men and women, and recruits members in a high economic class. A demographic comparison of the results from clubs with different demographic such as younger members, evaluate by gender, and a lower economic club would allow the industry to examine demographic differences in the club industry in terms of attachment and loyalty adding to the research to the overall industry. The information could be used by different clubs to evaluate a specific, target marketed membership plan. The recruitment of members is universally important to all clubs, so understanding the factors associated with potential members is critical to the industry.

Annex 1. Theoretical Underpinnings

Conceptual Framework

The effect of motivation of joining factors on place attachment

Warzecha and Lime (2001) explored the link between nature-motivation of joining factors and place attachment with a sample of recreationists in the Green and Colorado Rivers. The authors indicated that individuals who are driven by the desire to enjoy nature, experience wildlands, and escape physical pressures have higher levels of place attachment. Contrarily, individuals having lower scores on place attachment considered family togetherness as an important motivation of joining factors to visit rivers. By linking the place preferences with place meaning, Kyle, Mowen, and Tarrant (2004) investigated residents' motivation of joining factors to visit the urban park and their attachment to the setting. The formation of place motivation of joining factors was measured by recreation experience preference (REP) scales developed by Driver (1983). Although the relationships between motivation of joining factors scales and dimensions of place attachment are partially supported, the valence of statistically significant predictors confirmed the effect of motivation of joining factors on place attachment. Based on the previous studies, therefore, this research proposes the following hypothesis:

H1: Members' motivation to join a club has a positive effect on place attachment to the club.

The effect of place attachment on loyalty

Previous studies have also focused on the direct effects of place attachment on loyalty. George (2004) demonstrated that place attachment could explain tourist loyalty towards a destination reflected by revisit intentions. Alexandris, Kouthoutis, and Meligdis (2006) supported that place attachment was an antecedent of customers' loyalty, which was measured based on customers' revisit intention to continue skiing in the specific resort. Similarly, Tsai (2012) investigated International tourists in Singapore and indicated that place attachment was a powerful driver of the tourists' revisit frequency. The relationship between place attachment and loyalty is also confirmed in the forest and the suburban natural areas settings (Kil, Holland, Stein, & Ko, 2012). Studies have also linked place attachment to other dimensions of loyalty including visitors' willingness to recommend or WOM intentions (Lee, Kyle, & Scott, 2012; López-Mosquera & Sánchez, 2013; Prayag & Ryan, 2012). Therefore, the following hypothesis was developed:

H2: Members' place attachment has a significant effect on their loyalty to the club.

The effect of motivation of joining factors on loyalty

Table 1. Means and Standard Deviations

	Mean	S.D.
Motivation		
Internal		
To have an opportunity for physical rest	4.12	1.74
To escape from my daily routine life (i.e. escape the north)	4.92	2.03
To experience a different culture than what I am used to	3.73	1.84
To choose a place for life after retirement	5.17	1.89
To have a feeling of personal security	5.12	1.80
To enjoy high service levels provided by the staff	6.07	1.24
To be made to feel like I am an important customer / member	5.24	1.67
To have an opportunity for physical activity	5.91	1.26
To have fun and be entertained	5.71	1.29
To have an opportunity to socialize with other members	5.66	1.45
To have a chance to meet interesting people	5.62	1.38
To live a healthier lifestyle	5.43	1.56
To learn to improve my sport	5.19	1.70
External		
The reputation of the club	6.11	1.19
The exclusivity of the club	5.27	1.61
The quality of the club	6.43	1.03
The financial condition of the club	6.33	1.12
The activities of the club (i.e. book club, painting, computer classes, bridge)	4.35	1.80
The social events of the club (i.e. Welcome Back, New Years, End of Season)	5.13	1.57
The fitness amenities of the club	5.33	1.64
The equity payback of the club	5.52	1.64
The joining fee of the club	4.75	1.67
The food & beverage amenities of the club	5.98	1.17
The tennis amenities of the club	3.29	2.10
The friendly culture of the existing members	5.65	1.41
The female friendly culture of the club	5.21	1.70
The friendly attitude of the staff	6.24	1.07
The golf amenities of the club	5.86	1.71
The location of the club	6.20	1.14
The weather at the club	6.35	1.29
The beauty of the landscaping	6.16	1.12
The security of the club	5.94	1.37
Place attachment		
I identify strongly with my club	5.04	1.46
I feel my personal values are reflected in my club	5.27	1.41
I feel I can be myself at my club	5.71	1.23
I enjoy being at my club more than any other place	4.75	1.63
I cannot imagine a better club than my club	4.87	1.69
My club is the best in terms of amenity offerings	5.22	1.46
I am very attached to my club	4.95	1.49
I feel a strong sense of belonging to my club	5.06	1.48
My club means a lot to me	5.30	1.39
Many of my friends and family prefer visiting my club over other places	4.60	1.52
I have a lot of fond memories with friends and family at my club	4.74	1.60
My club allows me to spend time with family and friends	5.44	1.37
Loyalty		
No other club provides better services than My club	5.04	1.65
I feel better when I play at My club	4.88	1.76
My membership is more valuable to me than other forms of entertainment	4.63	1.65
I say positive things about My club to other people	6.61	0.87
I intend on being a member of My club for the next five years	6.57	0.95
I recommend the club to those who seek my advice about joining the club	6.49	1.04
I intend on using the club more in the future	6.11	1.23

Table 2. Regression Analysis

Dependent Variable	Independent Variable	Coefficient			
		<i>b</i>	Std. error	t-value	p-value
Place Attachment	Motivation	.89	.072	12.35	.000
Loyalty	Place Attachment	.62	.039	16.17	.000

Table 3. Differences on Coefficient by Demographic Groups

Demography	Groups	Coefficient (b)	
		Mot-PA	PA-Loy
Gender	Male (N=127)	4.90 ^a	5.66 ^a
	Female (N=94)	5.30 ^b	5.93 ^b
Age	Under 50 (N=20)	4.76	5.43 ^a
	51-65 (N=123)	5.01	5.73
	66-74 (N=73)	5.22	5.92 ^b
Membership	Less than 1 year (N=74)	4.96 ^a	5.87
	1-2 years (N=76)	4.99	5.79
	More than 2 years (N=73)	5.26 ^b	5.68

Note. a is statistically different from b ($p < .05$)

References

- Alexandris, K., Kouthouris, C., & Meligdis, A. (2006). Increasing customers' loyalty in a skiing resort: The contribution of place attachment and service quality. *Journal of Contemporary Hospitality Management*, 18(5), 414-425.
- Back, K. J., & Lee, J. S. (2009). Country club members' perceptions of value, image, congruence, and switching costs: An exploratory study of country club members' loyalty. *Journal of Hospitality & Tourism Research*, 33(4), 528-546. doi:10.1177/1096348009344232.
- Barrows, C. W. (1995). A decade of research in club management: A review of the literature in academic journals. *Journal of Hospitality & Leisure Marketing*, 2(4), 73-92.
- Barrows, C., & Ridout, M. (2010). Another decade of research in club management: A review of the literature in academic journals for the period 1994-2005. *Journal of Hospitality Marketing & Management*, 19(5), 421-463. doi:10.1080/19368623.2010.482825.
- Clem, T. (2011). *Understanding country club members' loyalty: Factors affecting membership renewal decisions*. Kent State University.
- Clemen, C. E., Kim, S., & Weaver, P. A. (2006). An exploratory study of waiting lists in private clubs. *International Journal of Hospitality & Tourism Administration*, 7(2), 37-41. doi:10.1300/J149v07n02
- Dann, G. M. (1981). Tourist motivation of joining factors: An appraisal. *Annals of Tourism Research*, 7(2), 187-219.
- Driver, B. L. (1983). Master list of items for recreation experience preference scales and domains. Unpublished document. USDA Forest Service, Fort Collins, CO: Rocky Mountain Forest and Range Experiment Station.
- Evans, M. G. (1991). The problem of analyzing multiplicative composites: Interactions revisited. *American Psychologist*, 46(1), 6.
- Fornaro, J. (2003). Perfect storm-What does it mean for private clubs? *The Board room*, 7 (58), 12, 14, & 32-33.
- Gameau, N. & Sharp, B. (1995). Ageing loyalty. *Australian Professional Marketing*, November, 40-41.
- George, B. P. (2004). Past visits and the intention to revisit a destination: Place attachment as the mediator and novelty seeking as the moderator. *Journal of Tourism Studies*, 15(2), 51-66.
- Giuliani, M. V. (2003). Theory of attachment and place attachment. In M. Bonnes, T. Lee, & M. Bonaiuto (Eds.), *Psychological theories for environmental issues*, 137-170. Hants, UK: Ashgate.
- Hay, R. (1998). Sense of place in developmental context. *Journal of Environmental Psychology*, 18, 5-29.
- Hidalgo, M.C., & Hernández, B. (2001). Place attachment: conceptual and empirical questions. *Journal of Environmental Psychology*, 21, 273-281.
- Kil, N., Holland, S. M., Stein, T. V., & Ko, Y. J. (2012). Place attachment as a mediator of the relationship between nature-based recreation benefits and future visit intentions. *Journal of Sustainable Tourism*, 20(4), 603-626. doi:10.1080/09669582.2011.610508
- Knez (2005). Attachment and identity as related to a place and its perceived climate. *Journal of Environmental Psychology*, 25, 207-218.
- Kyle, G., Graefe, A., & Manning, R. (2005). Testing the dimensionality of place attachment in recreational settings. *Environment and Behavior*, 37(2), 153-177. doi:10.1177/0013916504269654.
- Kyle, G., Mowen, A. J., & Tarrant, M. (2004). Linking place preference with place meaning: An examination of the relationship between place motivation of joining factors and place attachment. *Journal of Environmental Psychology*, 24, 439-454.
- Lee, S. J. (2012). *From fandom to tourism: An examination of self-expansion theory*. UNLV Theses/Dissertations/Professional Papers/Capstones. Paper 1589. <http://digitalscholarship.unlv.edu/thesedissertations/1589>
- Lee, J., Kyle, G., & Scott, D. (2012). The mediating effect of place attachment on the relationship between festival satisfaction and loyalty to the festival hosting destination. *Journal of Travel Research*, 51(6), 754-767.
- López-Mosquera, N., & Sánchez, M. (2013). Direct and indirect effects of perceived benefits and place attachment in willingness to pay and loyalty in suburban natural areas. *Journal of Environmental Psychology*, 34, 27-35.
- Magdalena, F. (2011). No place like home: Perspectives on place attachment and impacts on city management. *Journal of Town & City Management*, 1(4), 356-354.
- Manzo, L. C. (2003). Beyond house and haven: Toward a revisioning of emotional relationships with places. *Journal of Environmental Psychology*, 23, 47-61.
- McGladrey. (2014). Club trends report. Naples, Florida.
- McGladrey (2015). Club trends. Grey Oaks Country Club.
- Mesch, G.S., & Manor, O. (1998). Social ties, environmental perception, and local attachment. *Environment and Behavior*, 30, 227-245.
- Nunnally, J. C. (1978). *Psychometric Theory* (2nd ed.). New York: McGraw-Hill.

- Prayag, G., & Ryan, C. (2012). Antecedents of tourists' loyalty to Mauritius: The role and influence of destination image, place attachment, personal involvement, and satisfaction. *Journal of Travel Research, 51*(3), 342-356.
- Pretty, G.H., Chipuer, H.M., & Bramston, P. (2003). Sense of place amongst adolescents and adults in two rural Australian towns: the discriminating features of place attachment, sense of community and place dependence in relation to place identity. *Journal of Environmental Psychology, 23*, 273-287.
- Snyder, D.R. (1991). Demographic correlates to loyalty in frequently purchased consumer services. *Journal of Professional Services Marketing, 8* (1), 45-55.
- SRI. (2015). Florida Golf Economy. Retrieved from http://www.golf2020.com/media/47895/fl_golf_full_rpt_sri_final1_16_15.pdf
- Tsai, S. P. (2012). Place attachment and tourism marketing: Investigating international tourists in Singapore. *International Journal of Tourism Research, 14*(2), 139-152.
- Warzecha, C. A., & Lime, D. W. (2001). Place attachment in Canyonlands National Park: visitors' assessment of setting attributes on the Colorado and Green Rivers. *Journal of Park and Recreation Administration, 19*(1), 59-78.

ICHRIE Penn State Research Report Academics, Practice and Policy

The purpose of the ICHRIE Penn State Research Reports is to generate peer-reviewed research reports that are based on academic research findings, and targeted towards industry practitioners and policymakers. ICHRIE Penn State Research Reports translate academic research findings into practical applications, in a timely manner.

Visit the Research Report Website for submission Guidelines at www.chrie.org

Editorial Board

Amit Sharma, Ph.D., Editor
The Pennsylvania State University
aus22@psu.edu

Hachemi Aliouche, Ph.D.
University of New Hampshire

Baker Ayoun, Ph.D.
Auburn University

Maureen Brookes, Ph.D.
Oxford Brookes University

Pei-Jou Kuo, Ph.D.
University of New Hampshire

Parikshat Manhas, Ph.D.
University of Jammu

Anna Mattila, Ph.D.
The Pennsylvania State University

Dan Mount, DBA
The Pennsylvania State University

John O'Neill, Ph.D.
The Pennsylvania State University

Fevzi Okumus, Ph.D.
University of Central Florida

H.G. Parsa, Ph.D.
University of Denver

Abraham Pizam, Ph.D.
University of Central Florida

Donna Quadri-Felitti, Ph.D.
The Pennsylvania State University

Dennis Reynolds, Ph.D.
Washington State University

Peter Ricci, Ed.D.
Florida Atlantic University

Zvi Schwartz, Ph.D.
University of Delaware

Marianna Sigala, Ph.D.
UniSA Business School

Manisha Singal, Ph.D.
Virginia Polytechnic Institute
and State University

AJ Singh, Ph.D.
Michigan State University

Jeannie Sneed, Ph.D.
Kansas State University

Industry Partners
B. Hudson Riehle
The National Restaurant
Association

Mathew Rhodes
American Hotel & Lodging
Association



www.chrie.org

Sponsored by

PENNSTATE



School of Hospitality Management