

Volume 1 *Volume 1 Issue 1*

2016

Motivation, Place Attachment, and Loyalty in a Country Club

Jim Butler
Iowa State University

Jo Jung Lee
Iowa State University

Follow this and additional works at: https://via.library.depaul.edu/ichrie_rr



Part of the [Civic and Community Engagement Commons](#), and the [Hospitality Administration and Management Commons](#)

Recommended Citation

Butler, Jim and Lee, Jo Jung (2016) "Motivation, Place Attachment, and Loyalty in a Country Club," *ICHRIE Research Reports*: Vol. 1 , Article 5.

Available at: https://via.library.depaul.edu/ichrie_rr/vol1/iss1/5

This article is brought to you for free and open access by the International Council on Hotel, Restaurant, and Institutional Education (ICHRIE). It has been accepted for inclusion in *ICHRIE Research Reports* by an authorized editor of DePaul University School of Hospitality Leadership. For more information, please contact rr@depaul.edu. The compilation of the journal issue is copyrighted by ICHRIE, but authors retain the copyright for their article.

Motivation, Place Attachment, and Loyalty in a Country Club

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 will be applied to describe the emotional relationship between the club and its members. Loyalty will be 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. The survey was sent to 490 members and 221 responded. Simple regression 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 study identifies statistically significant relationships between motivation and attachment and between attachment and loyalty, and demonstrates the effects of gender, age, and membership length on the relationships. The research suggests that a club focus on increasing place attachment for member motivation to be related to building loyalty. Moreover, the club should recognize this information not only for recruiting new members, but also building attachment to increase loyalty to increase revenues in the club. The research indicates it is not enough to satisfy the motivation of joining factors for club members, but clubs must build attachment to increase loyalty resulting in positive loyalty. Clubs may use the study to formulate marketing plans to retain and recruit new members, identify action plans to increase members' attachment to the club, and devise tactics to increase loyalty. Additionally, the membership director should follow up with the new members (e.g., word of mouth) and to identify potential new members, which will help developing an effective referral program, thus increasing the sustainability of the club. Further, clubs should recognize the importance of female members to the club business as opposed to only focusing on the male members. The study identifies a demographic shift in the country club business to include a diverse membership composed of multi-generations of members, gender diversity, and views based upon length of membership. Clubs must recognize and respond to the demographic shift in membership to be successful in the future.

Introduction

Members are the lifeblood of the private country club business.¹ It is critical to constantly recruit new members to create a sustainable country club. 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 year³.

While recruiting a new member is crucial for a club to be sustainable, the club industry itself has not paid attention to member motivation to join a specific club. In addition, research has rarely explored the importance of motivation, even though motivation of joining factors has been recognized as an important variable to understand consumer attitudes and behaviors⁴.

The concept of place attachment⁵ has been widely used in the leisure context to describe individuals' emotional bonds to places.⁶ Place attachment is originally an environmental psychological concept that attempts to explain the emotional relationship between people and place⁷. In particular, place attachment is recognized as an important construct in leading to loyalty.⁸ However, limited studies have explored the role of place attachment in the context of country club. Furthermore, there is limited information on how members' motivation can lead to attachment to their club, which in turn can build strong loyalty to the club. Therefore, there is a critical need for the club industry to evaluate the relationships among motivation, place attachment, and loyalty in a holistic view.

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

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., & Rideout, 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.

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.

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 loyalty⁹, including gender¹⁰, age¹¹, and length of residence¹². Thus, these factors should be included to assess the relationships among variables to identify what demographic 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, length of membership at the country club, and length of living in the real estate community. Motivation of joining factors was measured based on the Push and Pull theory of motivation. Place attachment was identified by four dimensions: place identity, place dependence, social bonding, and place affect. Loyalty was determined through two perspectives of attitudinal and behavioral loyalty.

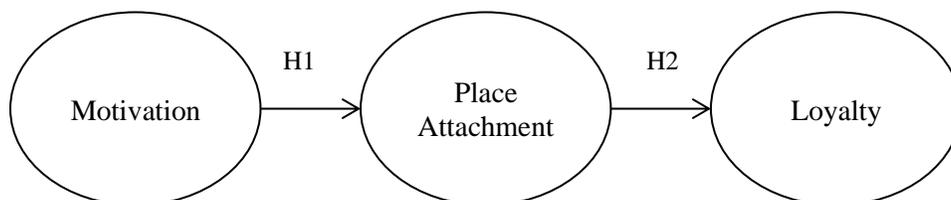
The following hypotheses were developed to examine the relationship between motivation and place attachment and between place attachment and loyalty.

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 Florida, clubs with golf courses 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 The study will be utilized to begin to understand one of the most important relationships in the club business, the relationship between joining motivation and membership loyalty. The information will be used to further build knowledge for the benefit of an important industry in the hospitality field.

Research Methodology

Measurement

The survey consisted of internal factors and external factors based upon the Push and Pull theory applied to country clubs¹⁶. Place attachment refers to bonds that a person develops with a place¹⁷. Place attachment was measured by 12 items and altered to fit the country club¹⁸.

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*

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

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

¹⁷ Giuliani, M. V. (2003). Theory of attachment and place attachment. In M. Bonnes, T. Lee, & M. Bonaiuto (Eds.), *Psychological theories for environmental issues* (pp. 137–170). Hants, UK: Ashgate.

Manzo, L. C. (2003). Beyond house and haven: Toward a revisioning of emotional relationships with places. *Journal of Environmental Psychology*, 23, 47–61.

¹⁸ 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>

Club loyalty was identified with 7 items indicating attitudinal and behavioral loyalty¹⁹. 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, residency length, 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 one in the southern part of the United States. The club is composed of multiple golf courses, multiple clubhouses, multiple restaurants, fitness, and tennis operations. The club is located in a 1000 home real estate development in which 85% of the residents belong to the club. The club is open 12 months out of the year but is seasonal with the majority of the business occurring in the winter months. Membership is optional in the country club for the residents in the community. The club has both resident and non-resident members with approximately 700 golf (full members) and 200 sport members. The club plays 60,000 golf rounds a year, serves 75,000 dining covers, has over 30,000 fitness visits, and has an active tennis program.

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%.

¹⁹ 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 Analysis

A regression analysis, a popular method to test interactions among multiple variables²⁰, 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 higher²¹, indicating adequate internal consistency.

Regression analysis

Simple 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 accounted for motivation, $R^2 = .41$. The regression coefficient for motivation, $b = .89, t(223) = 12.35, p < .0005$, indicating the higher motivation to join a club, the higher place

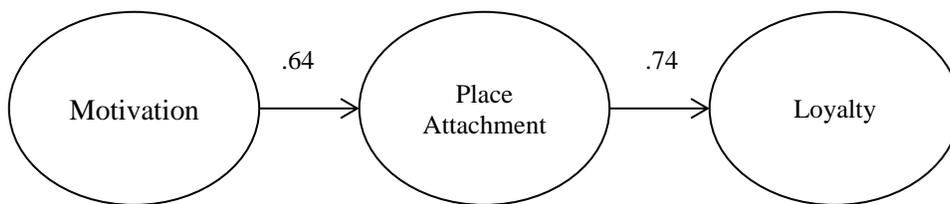
²⁰ Evans, M. G. (1991). The problem of analyzing multiplicative composites: Interactions revisited. *American Psychologist, 46*(1), 6.

²¹ Nunnally, J. C. (1978). *Psychometric theory*. New York, NY: McGraw-Hill.

attachment to the club. That is, the results supports H1 that members' motivation to join a club has a positive effect on place attachment.

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 accounted for place attachment, $R^2 = .54$. The regression coefficient for place attachment, $b = .62, t(222) = 16.17, p < .0005$, indicating the higher place attachment to the club, the higher loyalty to the club. Therefore, the results supports H2 that members' place attachment has a significant effect on their 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 the relationship between motivation and place attachment, $t(219) = -4.172, p < .0005$ and in the relationship 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.

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 the newer members less than 1 year. That is, the older membership, the higher the impact of motivation on place attachment. However, the length of living in the club had no significant effect in the relationships between motivation and place attachment and between place attachment and loyalty.

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. This indicates that managers should focus not only on the motivation of joining factors of members at the club, but also on facilitating the members' sense of attachment to create loyal members who then recommend new potential members. Kyle, Mowen, and Tarrant (2004), in describing public land management principles, conclude that understanding factors influencing humans' attachment to natural environments by motivation will enable managers to do a better job managing the resources. This study provides the same ability for club managers by understanding the relationship between motivation and attachment for club members.

Motivation and place attachment. The results of the direct relationship between motivation of joining factors and place attachment indicate that members get attached when their motivation of joining factors are high. Conversely, if the motivation of joining factors are not met, then attachment is not felt by the members. This indicates that clubs should focus on aligning members' motivation of joining factors to the services provided by the clubs resulting in attachment. Thus, a club must align the motivation factors with the place attachment. For example, understanding the motivation of individual members is the first step for a club to align

motivation and attachment. Each new member in the club should be asked why they joined the club through a survey in which a personalized plan is created to increase attachment.

The study revealed a significant difference demographically between men and women in regards to the relationship of motivation and place attachment. Women with higher motivation had a higher attachment to the club. As this club service couples, the implication of this result mean the club needs to focus on providing services for the women and not only the men resulting in higher motivation to join the club. Also, the extension of servicing the women is servicing the family, as many times the women are in charge of the family entertainment. The club should consider offering additional services for women such as spa, skin care, and family events to meet the motivational needs of the female members.

As this study reveals that motivation factors has significant relationships with place attachment, the club should consider providing an environment where members can feel relax and offers various social events, which lead members to feel attached to club. That is, a club that can measure, understand, and align the member's motivation to place attachment events at the club would be successful in increasing attachment. Understanding individual member's motivation in joining a club is not common practice after a member has joined, but this study identifies that aligning motivation to place attachment is critical to create loyalty. Marketing of the club should concentrate on the reputation, exclusivity, quality, and financial condition of the club first as it is the most important motivator of membership.

If the motivations are different, the club must offer social events, programming, and amenities that are attractive to the various different groups of members. Also, understanding the motivations of the members should be used to develop marketing programs. The marketing programs should target the most popular motivations. For example, if creating opportunities for families is a strong motivator, make sure the children's programming is strong during the holiday visits.

Attachment and loyalty. The study indicated that place attachment and loyalty were directly related, thus a club that has strong attachment has strong loyalty. Members that scored high in the place attachment construct felt an emotional attachment through value alignment with the club, and the ability to be themselves. 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, so clubs should consider reducing rates and encourage members to bring their family to the club in order to increase attachment.

This study indicated that attachment is important to the relationship with both motivation and loyalty. The quicker members feel attached to the club, the more loyal members are to the club. Therefore, a practical implication would suggest that this club touch base with every new member at 3, 6, 9, and 12 months and to ensure them to satisfy their motivations and connecting them with the club. 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.

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.

Age demographics revealed that older members with higher place attachment had higher loyalty than younger members. The lack of loyalty 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 are the future of the club, and not creating attachment with the younger members is a potential problem for the club because it might result in lower loyalty. Lower loyalty results in the potential for less members as younger members might not refer their friends, may resign at a higher rate, or may talk negatively about the club. The club should further explore the reasons for this lower attachment among younger members.

The length of membership in the club showed that members that belonged to the club longer than two years had higher place attachment than members under one year. This result provides motivation for the club to focus on the newly joined members to promote higher attachment. The club can focus on new member events and help the new members get indoctrinated into the club. The potential of not building attachment with new members may

result in less revenue for the club because of lack of club participation, members not feeling good about the purchase decision of membership, and members spending less time at the club. The club should focus on building attachment through staff interaction, club programming development around new members, and the club orientation program. This result provides an opportunity for the club to increase the attachment of new members in order to build stronger relationship and dependence of the new members on the club.

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 and attitudinal loyalty. The club should follow up with these members and get prospect names of prospects from the members that scored high in the behavioral loyalty construct. Additionally, the club should create an action plan to increase the attitudinal loyalty of the club. For example, the club could benchmark itself against other restaurants in the area to demonstrate the value of club services and communicate the price advantage in the food and beverage department to create increased loyalty. This study recommends to investigate both attitudinal and behavioral loyalty of members and conduct a follow-up study such as focus group interview to better understand their future intention and increase their loyalty to 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		
<i>Internal</i> 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
<i>External</i> 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 in 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
Length in Naples	1-3 months (N=45)	5.14	5.93
	4-6 months (N=56)	4.96	5.66
	7-10 months (N=71)	5.16	5.87
	11-12 months (N=47)	5.14	5.72

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.
- 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
- 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/thesesdissertations/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.
-