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ABSTRACT

Urben, Edward A., M.S., Purdue University, December 1978, Private Country Club Member Attitudes Relative to Various Attributes of Country Clubs in the States of Indiana and Ohio. Major Professor: James F. Downey.

The intent of this thesis is to identify and analyze the attitudes of private country club members. A two fold purpose exists for this analysis: first and foremost, to show the value and potential of market surveys to country club managers and, secondly, to provide an instrument of comparison. That is to say, an individual club can compare the results of a survey conducted of its members with the findings of this study for the market investigated. The market was comprised of members from eight country clubs in the states of Indiana and Ohio. To accomplish this analysis, the researcher surveyed the members of four private country clubs from each of the two states. The clubs participating in the investigation were selected from among those whose managers were in attendance at the Spring 1978 Ohio Valley Chapter Conference of the Club Managers Association of America. From the eight clubs, there were a total of 380 members completing the survey.

The primary instrument used to elicit data contained two parts. Part one solicited demographic data, club patronage information and approximate costs of being a

member. Part two was comprised of statements employing the Likert 6 point agree/disagree rating scale. Respondents were requested to mark whether they agreed/disagreed with each member's attitudes about various aspects of the country club. Also used to elicit data was a questionnaire completed by the club managers pertinent to club operations.

The statistical analysis performed on the data was conducted through use of the Statistical Package for the Social Sciences (SPSS). The tests included were frequency distributions, crosstabulations of variables, correlational analysis, Chi Square and Phi Coefficient.

A review of the findings of the club questionnaire revealed that half of the clubs participating in the study operated at a loss in the preceding year; five clubs employed automatic tipping and monthly minimums; and seven clubs permitted their members to carry their own golf clubs. From the club member survey it was found that the majority of respondents were: male, married, between 44 and 62 years of age (with an average age of 52), had attended college and had an average income of $59,735.77. Of the many attitudes measured of the members toward various aspects of the country club, it was determined that: 59% of the respondents stated that business entertainment was one of their reasons in joining a country club and that 40.7% of those responding would curtail activities at the club in the event that President Carter's proposal to eliminate the deductibility of business entertainment was enacted. Among others

reviewed from the survey were the following areas: member costs in belonging to a country club; attitudes toward prices at the club and the stated effect (by members) on club patronage in the event of a reduction; member attitudes toward the service provided at the club; and, member attitudes toward whether the addition of various items to the club would increase patronage.

CHAPTER I

INTRODUCTION

Private country clubs, like many other enterprises, are a business. Unlike the profit oriented goals of a private business, the country club attempts only to cover costs; that is, to break even. Unfortunately, most have not been successful at this and, as a result, have been forced to either raise the cost of membership and services rendered or, as a last resort, terminate operations.

Spiralling costs and inflation have priced many clubs out of reach or at least forced them to eliminate the nice-to-have items.[1] The long range effects of a venture operating continually at a loss is not hard to determine. Managers, therefore, must identify the specific ailment and take positive steps toward correcting the problems.

In confronting the problem of assessing difficulties within country clubs, this researcher has employed the use of an attitudinal survey. Gordon Allport points to several reasons why attitudes are a useful concept. Of primary importance in this study is his argument that an attitude can

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[1] "Nation's Country Clubs Are Changing Their Ways-Why," U.S. News and World Report, March 15, 1971, p. 42.

be considered the cause of a person's behavior.[1]

> Certain assumptions must be made in order to measure attitudes: that attitudes are measurable, that they vary along a linear continuum, and that measurable attitudes are common to the group, that they are held by many people.[2]

In line with this thought, H.H. Remmers states that attitudes are more determinative of behavior than mere cognitive understanding of the world.[3] With these facts as a base, country club managers, by knowing club member attitudes of various aspects of the club, can direct their efforts toward eliminating problem areas.

Purpose of the Study

The purpose of this research is to provide a comprehensive review of member views toward various service and attitudinal aspects of country clubs. In recent years, clubs have been declining due primarily to rising costs and lack of membership use of the facilities. As a result of this trend, this study will attempt to provide country club managers with a detailed description of a segmented market for means of comparison with their own club based on data collected. Of paramount importance will be ascertaining the desires of members so that the managers can utilize this information in marketing club services to satisfy members'

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[1] G.W. Allport, "Attitudes," in A Handbook of Social Psychology, ed. C. Murchison (Worchester, Mass.: Clark University Press, 1935), pp. 798-844.

[2] H.H. Remmers, Introduction to Opinion and Attitude Measurement (New York: Harper and Brothers, 1954), p. 7.

[3] Ibid., p. 15.

desires.

The specific objectives of this research are:

1. Determining factors which influenced members to join a club

2. Identifying services which would attract the members to patronize the club more

3. Ascertaining member attitudes toward services provided

4. Provide an instrument for identifying problem areas within clubs such that corrective action can be taken

Justification of the Problem

Through use of frequency distributions, Chi Square, correlational analysis, crosstabulation techniques and Phi coefficient, the study attempts to provide the following:

1. Allow country club managers and boards of director the opportunity to see how a segmented market perceives varying aspects of services offered in country clubs

2. To provide a base for individual clubs to measure their own membership attitudes

3. To assist club managers in identifying problem areas within clubs, which might be contributing factors to poor use of the facilities

Scope of the Study

Throughout this study, it has been assumed that the variables being investigated could be measured based on satisfaction levels of attitudes formulated. The term

"attitude" as used by Allport and as used within the confines of this investigation is a "mental and neural state of readiness, organized through experience exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related."[1] In consonance with Allport, this study ascribes to the belief that the most fundamental way in which people form attitudes is through direct experience with the attitude object.[2]

By selecting a group of pre-determined variables of interest common to all clubs investigated, and applying them to a series of statements that reflect a member's attitude relative to each, it was anticipated that an analysis of country club member attitudes could be attained for purposes of determining behavioral responses.

Definition of Terms

This section provides operational definitions of terms critical to this study and is designed to assure accurate comprehension when utilized throughout this text.

1. Private Country Club - a social organization whose access is limited to that of its members and their guests. Each club measured within this study maintains the following common minimum characteristics: provides a golf course, swimming

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[1] Allport, "Attitudes," A Handbook of Social Psychology, p. 810.

[2] Stuart Oskamp et al., Attitudes and Opinions (Englewood Cliffs, New Jersey: Prentice-Hall Inc., 1977), p. 120.

pool, tennis courts, and clubhouse; sets an initiation fee; and charges dues.

2. Attitude - " ... a mental and neural state of readiness, organized through experience exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related."[1]
3. Behavior - " ... a function of the interaction between two attitudes: attitude-toward-object and attitude-toward-situation."[2]
4. Minimums - the least amount of money a member must spend at the club per month/quarter.
5. Variables - one of the statements or questions requiring a response on the survey or questionnaire.
6. Segmented Market - the market being investigated within this study. Confining parameters are based on the definition of private country club.

Summary

The value of consumer research, although having some negative aspects, does provide a tool with great potential in providing market information and in the prediction of future behavior from present attitudes. With more and more country clubs facing financial difficulties, managers must be atuned to both detecting causes and instituting corrective

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[1]Allport, "Attitudes," A Handbook of Social Psychology, p. 810.

[2]Milton Rokeach, Attitudes and Values, (London: Jossey-Bass Inc., 1972), p. 129.

solutions. The use of attitudinal surveys of club members is a means toward accomplishing that end.

CHAPTER II

REVIEW OF RELATED LITERATURE

> "What I want is to get done what the people desire to have done, and the question for me is to find that out exactly." Abraham Lincoln

In the conduct of the review of literature for this investigation, it was the intent of the researcher to identify the value of knowing attitudes, their relationship with behavioral responses and means by which behaviors and attitudes can be modified.

Background

Country clubs have been in existence in the United States since 1887, when the St. Andrews Country Club in Westchester County, New York, commenced operations.[1] "While their origin may have been chiefly athletic, their significance is first of all social... it stratifies social development and thus assures its permanence."[2] "The membership of a country club may be defined into two general classes-one to whom golf, tennis, and the usual outdoor

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[1] George B. Turrell, Jr., "What the Last Half-Century has Brought to Our Countryside," Country Life, November 1939, p. 25.

[2] Robert Dunn, "The Country Club: A National Expression-Where Woman is Really Free," The Outing Magazine, November 1905, p. 165.

features appeal; the other to whom restaurant and bar are the attractive features."[1] These statements were made sixty-nine years ago and, although somewhat applicable to this day, country clubs have been in a state of flux since their inception. "Private country clubs, those staid playgrounds of the well-to-do, are changing with times. Maybe even dying."[2] Because of this, it is imperative for club managers to be alert to these changes.

"Elementary market surveys and long range planning can be used to spot and correct exceptional increases and decreases in club use."[3] "Walter Neneman, general manager of the Wakonda Club, Des Moines, Iowa, is all for the survey/reaction approach to club renovation. After a survey was conducted in late 1975, club facilities were improved at the right time and club business shot skyward."[4]

Many clubs were not as fortunate as Wakonda in identifying areas to be changed before it was too late to do anything about it. Financial despair has plagued a number of clubs due to lack of member participation and use of facilities. In 1971, Irwin Kingsley, manager of Bel-Air Country Club in Los Angeles, California, stated:

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[1] C.O. Morris, "Country Clubs for Everybody-Forming a Country Club," Country Life in America, July 1909, p. 297.

[2] "Our Ailing Country Clubs," Forbes, March 15, 1971, p. 42.

[3] "Spotting and Correcting Decreases in Club Use," Club Management, November 1974, p. 57.

[4] "Charting a Course by Public Opinion," Club Management, October 1977, p. 27.

> In these times, a man is more likely to go home than to the club after work... waiting lists which used to run from two to five years for first-rate clubs are now down to less than a single year for most of the United States.[1]

A number of old clubs have disappeared in recent years, especially those near cities.[2] The fact that more and more country clubs are operating in the red is an empirical known. The problem faced by country club managers is that of determining why, or more appropriately, what factors are contributing to the problems plaguing clubs.

Conducting market surveys of private country clubs has been difficult. Members do not appreciate the inconvenience of questionnaires or surveys in an atmosphere where relaxation and recreation are sought to escape the very doldrums that plague them daily at work. For these reasons, both club boards of director and managers have thwarted the attempts of individuals and agencies, not directly affiliated with the club, to survey the membership; however, individual clubs have conducted private surveys. These "within house" surveys have benefitted clubs by providing managers with information relative to the likes/dislikes and levels of satisfaction of the members. Survey results gave Neneman the opportunity to schedule long-term improvements and to report to the membership the reasons for doing or not

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1"Country Clubs Fall Short of the Green," Business Week, March 6, 1971, pp. 77-78.

2"Our Ailing Country Clubs," Forbes, p. 42.

doing some of the proposed actions.[1]

The utilization of internal surveys, i.e. those conducted of the club members by their own management, has had far reaching applications. Not only do they provide the club manager and directors with an insight toward the composition of the membership, but they also serve as a tool whereby the individual members who participate feel they are a part of the decision and policy making process of the club. The limiting factor of surveys of this nature is that they lack comparability. The results of the conducted survey are applicable only to the club being investigated and, therefore, do not illuminate the total market. Their immediate value could be enhanced by providing data in which a particular club can be compared to the larger market.

Formation of Attitudes

The underlying intent of this study is to determine attitudes. Yoell maintains: "consumer attitudes are formed as a result of personal learning based on experience."[2] To this, Lambert and Lambert add that the needs and motives an individual develops are also major factors in determining attitudes.[3]

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[1] "Charting a Course by Public Opinion," Club Management, p. 27.

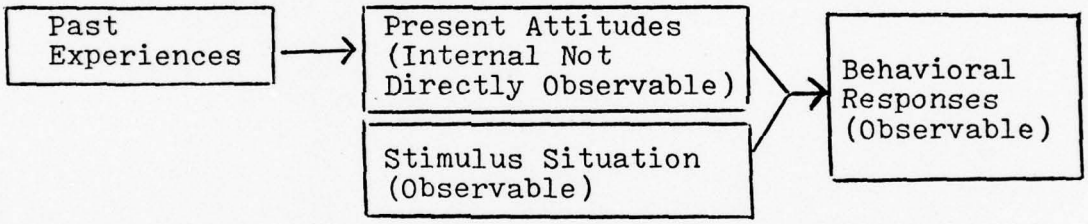
[2] William A. Yoell, "Determination of Consumer Attitudes and Concepts Through Behavioral Analysis," in Attitude Research at Sea, ed. Lee Adler and Irving Crespi (Chicago: American Marketing Association, 1966), p. 21.

[3] William W. Lambert and Wallace E. Lambert, Social Psychology, (Englewood Cliffs, New Jersey: Prentice-Hall Inc., 1964), pp. 68-69.

Attitudes cannot be directly observed as can responses.[1] G.W. Allport has formulated that, since unobservable, the only way to reach conclusions from attitudes is through inferences based on a study of responses.[2] In line with these thoughts, Oskamp concludes:

> An attitude has the status of an intervening variable: that is, an attitude is a theoretical construct which is not observable in itself, but which mediates or helps to explain the relationship between certain observable stimulus events (the environmental situation) and certain behavioral responses.[3]

The diagram below reflects that a person's attitudes are the result of his past experiences and that they combine with the present stimulus situation to determine his responses.



SOURCE: Stuart Oskamp, Attitudes and Opinions, (Englewood Cliffs, New Jersey: Prentice-Hall Inc., 1977), p. 15.

William J. McGuire developed a theory based on the points that there is a tendency for an individual's beliefs to follow the rules of logic; and that individual beliefs

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[1]Oskamp, Attitudes and Opinions, p. 14.

[2]G.W. Allport, "The Historical Background of Modern Social Psychology," The Handbook of Social Psychology, 2d ed. vol. 1 (Reading, Mass.: Addison-Wessley, 1968), pp. 59-64.

[3]Oskamp, Attitudes and Opinions, p. 14.

are consistent with his desires.[1] Daniel Katz lists one of the functions of attitudes as a value expressive function in which the individual derives satisfaction from expressing attitudes relative to personal values and self concepts.[2]

As previously mentioned, attitudes are formulated from a base from which no opinion previously existed or from which there were either positive or negative feelings about a specific variable. It was also established through Oskamp's portrayal that present attitudes are formulated from past experiences and that behavioral response is determined by a combination of present attitudes and a stimulus from a situation.

Greenwald, in a 1965 pre test, post test experiment, reported that students working on vocabulary problems rated the problems as more important than other items on the post test.[3] Nettler and Golding, in a 1946 report on attitudes toward Japanese (as reflected in items measured via the Thurstone Scale on Attitudes),[4] found that the items discriminated between members of Pro-Japanese and members of

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[1]William J. McGuire, "Cognitive Consistency and Attitude Change," Journal of Abnormal Social Psychology 60 (1960).

[2]Daniel Katz, "The Functional Approach to the Study of Attitudes," Public Opinion Quarterly 24 (1960), pp. 163-204.

[3]A.G. Greenwald, "Behavior Change Following a Persuasive Communication," Journal of Personality 33 (1965), pp. 370-391.

[4]L.L. Thurstone and E.H. Chave, The Measurement of Attitude (Chicago: University Press, 1929).

Anti-Japanese groups.[1]

The preceding examples are only two of many ascribing to the school of thought that present attitudes coupled with a stimulus will result in a behavioral response. There are also, however, opponents to this theory. R.T. LaPierre finds evidence for an inconsistency in a case in 1934 where restaurant proprietors actually served a Chinese couple even though they previously said they would not do so.[2]

Attitudes are neither necessary nor sufficient causes of behavior. They are facilitative causes.[3] Triandis poses a question which is endorsed by this author:

> Since attitudes are neither necessary nor sufficient causes of behavior, are they worth studying? Just consider what would happen if your major purpose was to predict whether a person would decide to eat at home or at a restaurant. You surely would want to know, among other things, how much food he had at home. Thus, the answer is self-evident.[4]

George Day, in reviewing Allport's definition of attitudes provides the following insight regarding experience and behavior. He contends that attitudes are formed through the integration of a number of similar experiences and that most are derived from attitudes previously held. Regarding behavior, he states that there is an agreement among

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[1]G. Nettler and E.H. Golding, "The Measurement of Attitudes Toward the Japanese in America," American Journal of Sociology 52 (1946) pp. 31-39.

[2]R.T. LaPierre, "Attitudes vs. Action," Social Forces 13 (1934), pp. 230-237.

[3]Harry C. Triandis, Attitude and Attitude Change, (New York: John Wiley & Sons, 1971), pp. 15-16.

[4]Ibid.

researchers that attitudes have a directive influence.[1] At this point, it is necessary to indicate that this author is not attempting to imply that attitudes and experience, of and by themselves are the sole factors to be considered in behavior determination or prediction. Fishbein echoes this through the following: "... if we wish to predict behavior, vis-a-vis some object, not only must we consider an individual's affective feelings toward that object (i.e. his attitude) but we must also take other variables into account."[2] He maintains that the two major factors influencing behavior are a personal or attitudinal influence; and, social or normative influence.[3] This study, however, is confined to the consideration only of attitudes and past experiences.

Function of Attitudes

Katz recognizes four functions of attitudes: (1) the instumental or utilitarian funct ion; (2) the ego-defensive function; (3) the value-expressive function; and (4) the knowledge function.[4] Applicable to this study is the

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[1]George S. Day, "Theories of Attitude Structure and Change," in Consumer Behavior: Theoretical Sources, ed. Scott Ward and Thomas S. Robertson (Englewood Cliffs, New Jersey: Prentice-Hall Inc., 1973), p. 307.

[2]Martin Fishbein, "The Search for Attitudinal Behavioral Consistency," in Behavioral Science Foundations of Consumer Behavior, ed. Joel B. Cohen (New York: The Free Press, 1972), p. 245.

[3]Ibid.

[4]Daniel Katz, "The Functional Approach to the Study of Attitudes," in Behavioral Sceince Foundations of Consumer Behavior, ed. Joel B. Cohen (New York: The Free Press, 1972), p. 223.

utilitarian function and the value-expressive function. The utilitarian function essentially " ... is a recognition of the fact that people strive to maximize their external environment and to minimize their penalties."[1] Attitude formation relative to the utilitarian function, is dependent on the perceptions of the attitudinal object. The more this object equates to satisfaction, the greater will be the probability that a positive attitude will be formulated.[2] Conversely, it is presumed by this researcher, that the less the object equates to satisfaction and perceived satisfaction, the greater will be the probability that a negative attitude will be formed.

The value-expressive function can be explained whereby individual satisfaction is derived from expressing attitudes which reflect personal values relative to self-concepts.[3] "Value-expressive attitudes not only give clarity to the self-image but also mold that self-image closer to the heart's desire."[4] In the process of formulating this self-conceptualization, a standard is developed from experience whereby attitudes of a stimulus are compared to the attitudes formed by the individual's standard.

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[1] Ibid.

[2] Ibid.

[3] Ibid.

[4] Ibid., p. 225.

Modification of Attitudes

Equally as important as understanding how attitudes are formed and their resultant effect on behavior, are means for modifying behavior and attitudes. Rokeach contends that to qualify as a study in attitude change, the existence of change in at least two different situations should be demonstrated.[1] Obviously, the more post tests conducted to test a hypothesis, the more valid will be the results. Bauer and Bauer indicate that in many instances, attitude change follows after behavioral change.[2] McGuire's Logical Affective Consistency Theory[3] goes a step further by concluding that if a persuasive communication, (stimulus), produces a change in an existing attitude, then logically related beliefs, (attitudes), should also change so as to maintain logical consistency. Mcguire ascribes to Rokeach's contention that due to the existence of cognitive inertia, the amount of change in remote beliefs will be less than that which is logically required for complete consistency.[4]

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[1]Milton Rokeach and G. Rothman, "The Principle of Belief Congruence and the Congruity Principle as Models of Cognitive Interaction," Psychology Review 72 (1965): 128-172.

[2]Raymond A. Bauer and Alice H. Bauer, "America, Mass Society and Mass Media," Journal of Social Issues 16 (1960): 30-31.

[3]William J. McGuire, "Cognitive Consistency and Attitude Change," pp. 326-332.

[4]"The Principle of Belief Congruence and Congruity Principle as Models of Cognitive Interaction," Psychology Review, "cited by" Chester A. Insko, Theories of Attitude Change (Englewood Cliffs, New Jersey: Prentice-Hall Inc., 1967), p. 103.

The process of changing behavior and attitudes also results from a change in stimulus. Kelman's theory[1] describes three processes of social influence: compliance, identification and internalization. Internalization occurs when an attitude is accepted or changed because it is congruent with one's values. When not congruent, a conflict or complaint about the attitude object exists. Insko, in describing Kelman's theory, provides the following: "... complaint opinions exist in a behavior system of demands characterizing a specific setting. ... the conditions of change for a complaint opinion are the perception that the opinion is no longer the best means of obtaining social rewards."[2]

Daniel Katz, one of the foremost researchers in the area of attitudes and attitude change states:

> The most general statement that can be made about the conditions conducive to attitude change is that the expression of the old attitude or it's anticipated expression no longer gives satisfaction to its related need state. In other words, it no longer serves its function and the individual feels blocked or frustrated. Modifying an old attitude or replacing it with a new one is a process of learning, and learning always starts with a problem, or being thwarted in coping with a situation.[3]

Katz parallels the thinkings of Kelman by pointing out that there are two requirements which must exist for

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[1]H. Kelman, "Processes of Opinion Change," Public Opinion Quarterly 25 (1961): 57-58.

[2]"Processes of Opinion Change," Public Opinion Quarterly "cited by" Chester A. Insko, Theories of Attitude Change (Englewood Cliffs, N.J.: Prentice-Hall Inc., 1967), p. 340.

[3]Daniel Katz, "The Functional Approach to the Study of Attitudes," p. 227.

attitudes to change: (1) a raise in individual aspirations; and (2) current attitudes about an object no longer provide the satisfaction they once did.[1] Especially applicable in country clubs is the contention that attitudes can be formed or modified through negative evaluations of objects which provide unpleasant experiences.[2] If dinner at the club (object) does not meet the satisfaction of the member (unpleasant experience and negative evaluation) then there will be a change in attitude.

A Practical Application

The foregoing has provided an insight into human attitudes and resultant affects on behavior. It was also shown that both behavior and attitudes can be modified by a change in stimulus. The point of application within the field of country club management is that the club manager controls (in part) many of the stimuli which ultimately affect the attitudes and behavioral responses of the members. For instance, if member attendance at dinner is marginal, and it is attributed to unsatisfactory service, the manager, by directing his attention to this area of operations, can detect the specific fault in the system. If for example, poor service is the result of a waiter/waitress being responsible for too many tables, the problem might be resolved through

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[1] Ibid.

[2] Ibid., p. 228.

either an increase or redistribution of service personnel. The point to be stressed here is that by knowing attitudes and their resultant affect on behavior, measures can be taken to modify those attitudes whose resultant affect on behavior is not consistent with objectives.

CHAPTER III

METHODOLOGY

The investigative attempt of this study was to analyze and document country club member attitudes relative to varying aspects and attributes of the club. This chapter will describe in detail the procedures followed and methods used in both collecting, and analyzing the data pertinent to this subject.

Sampling and Data Collection

Before data can be collected, a population with explicit parameters must be defined. Rarely is a whole population investigated to obtain data. "The usual procedure in social investigations is to take a sample representing data only for a small but representative part of a total population."[1] Two elements in favor of using samples vis-a-vis populations are time and monetary considerations, as both are drastically reduced. In the same token, there are pitfalls to be encountered regardless of the sampling technique employed. Representativeness and randomization of variables selected must be assured to reduce bias and errors

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[1] H.H. Remmers, Introduction to Opinion and Attitude Measurement, p. 21.

in measurement.[1]

Sampling Techniques

A number of sampling techniques are available to the researcher to satisfy the previously mentioned requirements. A random sample is used when an investigator selects samples from a population where each unit has an equal chance of being selected from that population. "This type of sampling is adequate if the population is defined in a clear cut manner and is such that units can easily be investigated."[2] J.G. Peatman defines stratified random sampling as a sample consisting of "... two or more subdivisions or strata of the universe, each stratum corresponding to the proportionate size or weight of the control factors in the universe being studied."[3]

> The reasons for stratifying a population for sampling purposes are two: (1) it may help to ensure representativeness (and thus reduce sampling error) and (2) the required sample size for the same level of sampling error will usually be smaller than for a non-stratified sample.[4]

"A quota sample of a human population is one selected in such a way that the demographic characteristics are

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[1]Ibid., p. 25.

[2]Ibid., p. 33.

[3]H.H. Remmers, Introduction to Opinion and Attitude Measurement (New York: Harper & Brothers, 1954), p. 34, quoting Descriptive and Sampling Statistics, 1947.

[4]Donald S. Tull and Del L. Hawkins, Marketing Research: Meaning, Measurement, and Method (New York: Macmillan Publishing Co. Inc., 1976), p. 164.

represented in the sample in the same proportion as they are in the population."[1]

There are many more methods of sampling techniques; however, they are too numerous to mention here. Suffice it to say, however, that sampling is a means of obtaining a representation of a given population for purposes of making inferences about the population. For this study, the stratified random sampling technique has been employed since more than one club is being investigated.

Data Collection

> Observational methods of data collection are suitable for investigating phenomena that can be observed directly by the researcher. However, not all phenomena are accessible to the investigators through direct observation; occassionally, therefore, the researcher must collect data by asking people who have experienced certain phenomena to reconstruct these phenomena.[2]

"Three major methods are used to elicit information from respondents: the face to face interview, the mail questionnaire, and the telephone survey."[3] Of these methods, the mail questionnaire was selected to solicit information from country club members. The use of mail questionnaires within this study has provided more advantages in eliciting data than could be obtained from other methods. Erdos lists ten major advantages of mail surveys over surveys using

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[1]Ibid., p. 161.

[2]D. Nachmias and C. Nachmias, Research Methods in the Social Sciences (New York: St. Martin's Press, 1976), p. 100.

[3]Ibid.

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[1]Ibid., p. 161.

[2]D. Nachmias and C. Nachmias, Research Methods in the Social Sciences (New York: St. Martin's Press, 1976), p. 100.

[3]Ibid.

other methods of data gathering:[1]

1. Wider distribution
2. Less distribution bias in connection with the neighborhood
3. Less distribution bias in connection with the type of family
4. Less distribution bias in connection with the individual
5. No interviewer bias
6. Better chance of truthful reply
7. Better chance of thoughtful reply
8. Time saving (under certain circumstances)
9. Centralized control
10. Cost saving, resulting in more flexibility per dollar spent

Parten, in greater detail, lists the following advantages of mail questionnaires:[2]

1. If mail questionnaires are used, it is possible to cover a wider geographical area and to reach a much larger population with given funds than could be accomplished by personal interviews with each informant. This cost applies primarily if personal follow-ups are not made

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[1]Paul L. Erdos, Professional Mail Surveys (New York: McGraw-Hill Book Co., 1970), pp. 5-6.

[2]Mildred Parten, Surveys, Polls and Samples: Practical Procedures (New York: Harper & Brothers Inc., 1950), p. 94.

2. The informant may answer questions more frankly by mail since anonymity is assured
3. The questionnaire may reach groups who are more or less protected from solicitors or investigators
4. Personal antagonism to investigators which may lead to a refusal to give the desired information is avoided
5. The questions are standardized, whereas in the personal interview, the investigator may alter them or suggest answers
6. The questionnaire can be answered at the convenience of the respondent
7. Where the persons to be reached are located in widely scattered areas of cities and are a mobile element of the population, it may be easier to locate them by mail than by other methods

There are drawbacks to mail surveys. "The main problem with mail questionnaires is that of obtaining an adequate response rate."[1] Moser and Kalton provide four more limitations in using mail questionnaires:

> First, the method can be considered only when the questions are sufficiently simple and straightforward to be understood with the help of the printed instructions and definitions; secondly, the answers to a mail questionnaire have to be accepted as final, unless re-checking or collection of the questionnaires by interviewers can be afforded; thirdly, the

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[1]Nachmias & Nachmias, Research Methods in the Social Sciences, p. 107.

> mail questionnaire is inappropriate when spontaneous answers are wanted; fourthly, when the respondent fills in the questionnaire he can see all the questions before answering any one of them, and the different answers can't be treated as independent.[1]

Recognizing that all data collection methods have disadvantages, the author sought to employ the technique which first satisfied the established criteria of assuring anonymity, and utilized a standardized instrument. Secondary considerations were to minimize, to the greatest extent possible, the disadvantages inherent in the technique used. Relative to inadequacy in response rates, no generally acceptable percentages have been established. This study, however, has established a 25% response rate as an acceptable measure for the minimization of bias.

Scaling Techniques

"Scaling methods come into play essentially when one wishes to utilize simultaneously a number of observations on each respondent."[2] "The basis of attitude measurement is that there are underlying dimensions along which individual attitudes can be ranged."[3] "The simplest way of 'measuring' the strength of a person's attitude is to ask him to rate that strength himself."[4] Here again, the value of mail questionnaires is shown since the respondent, or individual

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[1] C.A. Moser and G. Kalton, Survey Methods in Social Investigation, 2d ed. (London: Heinemann Educational Books Limited, 1971), p. 260.

[2] Ibid., p. 351.

[3] Ibid., p. 352.

[4] Ibid., p. 358.

being measured actually measures his own attitudes by virtue of completing the questionnaire. In order to assure that this is accomplished, the proper rating scale must be used.

Thurstone developed a scaling system where attitude statements are scaled along an attitudinal continuum.[1] The system collects a number of survey statements ranging from both extremes of favourableness. The statements are reduced in number and written on cards. A group of judges are then tasked to sort the statements into a number of piles according to their assessment of the degree of favourableness. There are usually eleven piles equally spaced, however, seven and nine piles are also used. The piles are then scored from 1 to 11 (or 7 or 9), resulting in a median value. Items having a wide scatter when plotted are discarded and of those remaining, approximately 20 are selected which cover the whole range. These items are embodied in a questionnaire, in random order, and each respondent is asked to endorse all the items with which he agrees. The average of the items endorsed is the scale score.

In Likert scaling,[2] the respondent is asked to choose between several response categories, indicating various strengths of agreement and disagreement. "The categories

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[1] The Measurement of Attitude, "cited by" C.A. Moser and G. Kalton, Survey Methods in Social Investigation, 2d ed. (London: Heinemann Educational Books Limited, 1971), pp. 360-361.

[2] R. Likert, "A Technique for the Measurement of Attitudes," Archives of Psychology vol. 140 (New York: Columbia University Press, 1932).

are assigned scores and the respondents attitude is measured by his total score, which is the sum of the categories he has endorsed for each of the items."[1] Five categories are normally used for each item and the usual descriptions are: strongly agree, agree, undecided, disagree, and strongly disagree. The scores assigned to each item are usually 1,2, 3,4 and 5 or 5,4,3,2 and 1. The order given each score depends on whether an item indicates a favourable or unfavourable attitude.[2] Moser and Kalton state that Likert scales seem to have higher reliability than Thurstone scales of the same length and they require fewer items to reach a given level of reliability. They further agree that the Likert scale is a reasonable ordinal level of measurement and that it is simpler to construct and is more reliable than a Thurstone scale.[3]

Another form of summative rating was developed by Osgood and called the semantic differential technique.[4] In this system, bi-polar rating scales using suitable adjective pairs are employed in evaluative ratings of attitudes. Several points are used along a scale to differentiate the

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[1]"A Technique for the Measurement of Attitudes," "cited by" C.A. Moser and G. Kalton, Survey Methods in Social Investigation 2d ed. (London: Heinemann Educational Books Limited, 1971), pp. 361-366.

[2]Ibid., p. 362.

[3]Ibid., pp. 362-365.

[4]C.E. Osgood, G.J. Suci and P.H.Tannenbaum, The Measurement of Meaning, (Urbana, Illinois: University of Illinois Press, 1957).

levels, and subjects are instructed to place a mark in one of the spaces along the scale to indicate their attitude relative to each variable measured.

Private Country Club Attitudinal Survey

The primary data used for analysis within this investigation was obtained from an attitudinal survey conducted of private country club members at various country clubs. (See Appendix A). The survey consisted of two sections: part one solicited demographic information from the respondent and also entailed questions relative to club membership expenses and frequency with which the member uses specific club facilities. Part two consisted of 42 statements formulated to measure the club member's attitude about various aspects of the club. The intent of this section was to obtain information relative to the following areas:

1. Reasons for joining a country club
2. Member attitudes of club services
3. Member desires within the club
4. Member attitudes relative to club expenses
5. General attitudinal statements relative to the club

This section of the survey was scaled via the Likert Summative Scaling Method. By employing this technique for measuring data input, the following methods of analysis, desired by this study could be performed:

1. Summative Frequency Distributions
2. Pearson Product Moment Correlation Coefficient
3. Crosstabulation of Variables

4. Chi Square

5. Phi Coefficient

Of the 42 attitudinal statements, 15 were negative and 27 were positive. For each of the statements, respondents were requested to check whether they strongly agreed, somewhat agreed, slightly agreed, slightly disagreed, somewhat disagreed or strongly disagreed with each statement. A not applicable option was also included with each statement. For those statements which were presented in a negative fashion, a numerical score of 1,2,3,4,5, or 6 was given. Those statements presented positively were scored 6,5,4,3,2, or 1. In all instances, not applicable selections were scored as zero. To prevent respondents from visually determining which statements were positive and negative by means of scaling number order, all statements were numbered on a scale ranging from 0 through 6. When the surveys were coded, appropriate reversals were made to assure that the correct score was applied to each response.

The survey design was summative. That is to say, a composite score can be obtained for each respondent by adding the numerical value given to each response selected for the 42 statements. Summative scoring can also be obtained for each statement. By determining the appropriate score for a particular statement for each respondent, and summing all the scores, mean scores could be determined by dividing the composite score by the number of responses. The Likert 6 point scaling technique was selected due to

both simplicity for respondents and the fact that reliability diminishes in scaling techniques beyond a certain point. "As the number of scale steps is increased from 2 up through 20, the increase in reliability is very high at first. It tends to level off at about 7, and after 11 steps, there is little gain in reliability from increasing the number of steps."[1]

Secondary Data Source

Data regarding specific club policies and operations was obtained through use of a questionnaire sent to each country club manager whose club participated in the survey. (See Appendix B). This information was used as a base for categorizing clubs based on similarities and dissimilarities to facilitate collective comparisons.

Question/Statement Formulation

To provide a document which would satisfy the objectives of this investigation, it was decided to obtain input directly from the potential users of the completed analysis. Country club managers from Lafayette Country Club, Lafayette, Indiana and Fort Wayne Country Club, Fort Wayne, Indiana were contacted to determine areas of interest within clubs they found to be most critical and of which they would most desire information. The remainder of the areas pursued

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[1]Jum C. Nunnally, Psychometric Theory, (New York: McGraw-Hill Book Company, 1967), p. 521.

within the survey were gathered from professional journals, periodicals and author personal experience.

Solicitation of Clubs to be Surveyed

The most critical and difficult problem confronting this researcher in the initial stage of this investigation was that of obtaining country club approval to survey the membership. The reluctance, as previously cited, was based on an unwillingness to disturb the members. The initial intent of this research was to limit the study to private country clubs within the state of Indiana. Of 12 club managers contacted by telephone throughout the state, only one agreed to participate. Most favored the idea and wanted to have the information which could be provided, but they had been explicitly prohibited from engaging in such activities (with organizations not affiliated with the club), by the board of directors.

It was at the invitation of one of these managers to present this research proposal at the spring Ohio Valley Chapter meeting of the Club Managers Association of America (C.M.A.A.) held April 9th and 10th, 1978, at Evansville Country Club, Evansville, Indiana. This association is comprised of managers of both private city and country clubs. It exists as a professional organization to provide helpful information to club managers relative to the Food Service and Hospitality Industries. The Ohio Valley Chapter of this organization spans a four state area which includes: Indiana, Kentucky, Ohio and West Virginia.

To facilitate presentation of the proposal, the C.M.A.A. chapter president granted the researcher permission to address the assembly of conference attendees. As in the case with the contacts made by telephone, to entice clubs to participate in the study, each was promised an analysis based on input provided from their individual club and also a composite analysis based on responses of all clubs participating for comparison. Of the 25 private country club managers in attendance, 8 elected to participate. The overwhelming reason for non-participation by those declining was that the board of directors would not want to approach the members with it. A list of the private country clubs participating in the study is shown in Table 1.

Table 1. Private Country Clubs participating in the investigation.

	Country Club	Address
1.	Lafayette Country Club	1500 S. 9th Street Lafayette, Indiana
2.	Evansville Country Club	3810 Stringtown Road Evansville, Indiana
3.	Terre Haute Country Club	64 Allendale Road Terre Haute, Indiana
4.	Tippecanoe Lake Country Club	Route 2 Leesburg, Indiana
5.	Belmont Hills Country Club	P.O. Box 246 St. Clairsville, Ohio
6.	Greene Country Club	P.O. Box 568 Fairborn, Ohio
7.	Miami Valley Golf Club	3311 Salem Avenue Dayton, Ohio
8.	Walnut Grove Country Club	5050 Linden Avenue Dayton, Ohio

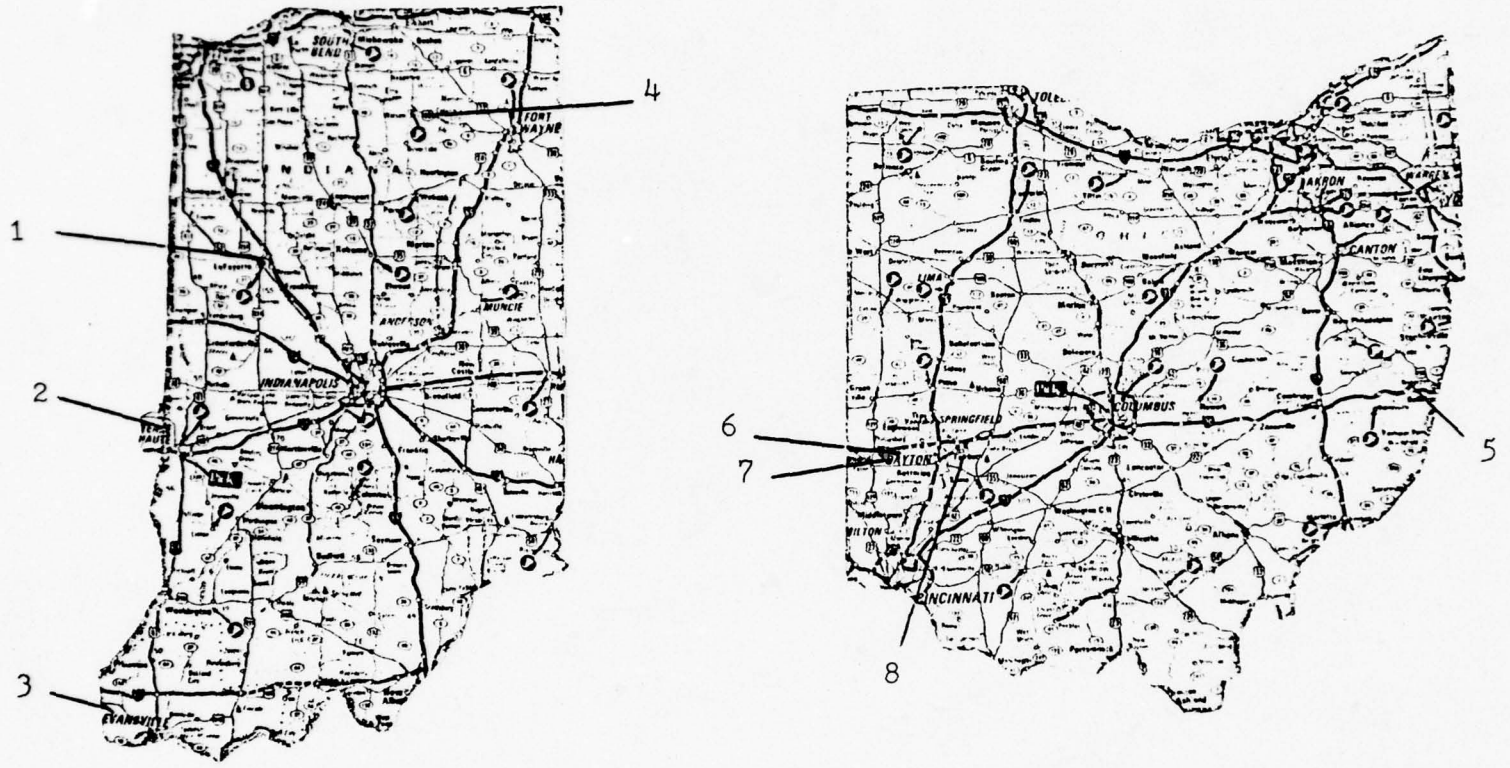
Table 2 lists the timetable used for the distribution of private country club surveys in the states of Indiana and Ohio.

Table 2. Timetable for distribution and collection of the Private Country Club Survey.

Date	Procedure
3/16/78	Solicitation of questions and information from country club managers for compilation of the survey.
4/9/78	Presentation of country club survey and proposal at the C.M.A.A. conference in Evansville, Indiana.
4/10/78	Solicitation and attainment of country clubs to participate in the survey.
4/12/78 - 4/20/78	Distribution of surveys to country clubs.
4/25/78 - 6/27/78	Receipt of completed surveys.
6/28/78	Collate data and commencement of computer application on the surveys.

Table 3 details maps of the states of Indiana and Ohio and reflects the location of each private country club which participated in the survey.

Table 3. Location of private country clubs participating in the study.



1. Lafayette C.C.
2. Terre Haute C.C.
3. Evansville C.C.
4. Tippecanoe Lake C.C.
5. Belmont Hills C.C.
6. Walnut Grove C.C.
7. Miami Valley
8. Greene C.C.

Distribution of Surveys

Each club opting to participate in the survey was sent 125 surveys with self-addressed envelopes during the week of April 12-20, 1978. To assure anonymity, club managers were requested to randomly select the names of members and to enclose a copy of the survey and envelope (to those selected to participate), in the monthly club newsletter. This method was used to minimize bias since it assured surveys would be sent to both users and non-users of the club. A cover letter prepared on Purdue University, Department of Restaurant, Hotel and Institutional Management stationery was attached to each survey. It explained the purpose of the study, benefits to be derived, and, the promise that each country club participating would receive an analysis of the responses provided by its members and also a copy of the collective analysis of the responses of all clubs participating in the investigation. (See Appendix C).

The survey was completely voluntary and anonymously sanctioned. In that regard, club members receiving surveys were requested to check the corresponding number which reflected their answer to each question/statement and upon completion, to enclose the survey in the provided self-addressed envelope and mail it. Respondents were explicitly requested not to put their name anywhere on the survey to assure anonymity.

Data Analysis Methods

This investigation has used the following five methods for analyzing, explaining and determining significance levels of its findings:

1. Frequency Distributions
2. Crosstabulation of Variables
3. Pearson Product Moment Correlation Coefficient
4. Chi Square
5. Phi Coefficient

Informational Techniques

Of the five techniques used for interpreting data, both frequency distributions and crosstabulation of variables are classified by this author as informational techniques. Both provide the reader with a simplified overview of the responses to statements of the survey and frequency thereof, without delving into statistical tests whose intent it is to determine significance levels. It was with this thought in mind that the researcher provided an analysis comprised of informational techniques and also on levels of significance and relationships based on the results of the varying statistical tests.

Frequency Distribution

This rather simple technique of portraying data demonstrates the total frequency of each response for each variable measured. It provides the reader with an easy-to-read capitulation of the responses and also, the percentage

of the total associated with each. Relative to Likert scaling, frequency distributions provide a simpler means of determining percentages of respondents who either agree or disagree with a particular statement. Since the scale is composed of 6 levels of measurement, (3 of which measure levels of agreement with a statement and 3 which measure levels of disagreement), cumulative totals for the 2 categories can provide the reader with a general overview of attitudinal distribution.

Crosstabulation of Variables

Each question or statement on the survey is considered a variable. Similar to compiling frequency distributions, "a crosstabulation is a joint frequency distribution of cases according to two more classificatory variables."[1] This method also provides an easily interpreted display of respondents answers to two or more variables. By providing a listing by tables, the reader is able to determine both the frequency and percentage of responses for all of the variables measured. "The nature of crosstabulation tables can perhaps be best illustrated by a typical example of such an analysis..."[2]

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[1]Norman H. Nie et al., Statistical Package for the Social Sciences, 2d ed. (New York: McGraw-Hill Inc., 1975), p. 218.

[2]Ibid., p. 219.

		Hair Color: Blond	Hair Color: Brown	
Eye Color	Blue	75% (75)	20% (40)	115
	Non Blue	25% (25)	80% (160)	185
		100% (100)	100% (200)	300

SOURCE: Norman H. Nie et al., Statistical Package for the Social Sciences, 2d ed. (New York: McGraw-Hill Inc., 1975), p. 219.

The table, by use of a 2X2 design reflects that the variables: hair color and eye color have been crosstabulated. The results indicate the number and percentage of each of the responses within each of the categories.

Tests Measuring Statistical Significance

Both frequency distributions and crosstabulation techniques are useful insofar as they are an easily discernible reference for providing information on the responses of the variables being investigated; however, they do not determine the significance of the results portrayed. This section will list the techniques employed to determine statistical levels of significance of measured variables and describe the procedures followed to achieve same. The tests employed within this study measure variables through methods of association. Nie et al. state: "... a measure of

association indicates how strongly two variables are related to each other. In essence, it indicates to what extent characteristics of one sort occur together..."[1]

Chi Square

Chi Square is used to determine if a systematic relationship exists between two variables.[2] Downie and Heath[3] explain the procedure through the following example. Suppose that a fifty-cent coin is tossed in the air 100 times. The results, which are recorded reveal that there were 40 heads and 60 tails. These are referred to as observed frequencies and are indicated by the symbol O. Next, a null hypothesis is made that the distribution of 40 heads and 60 tails does not differ from that expected by chance i.e., 50 heads and 50 tails. These are called expected frequencies and are referred to by the symbol E. Chi Square is computed by using the following formula, and as depicted through use of the preceding example:

$$X^2 = \frac{(O-E)}{E}$$

$$= \frac{(40-50)^2}{50} + \frac{(60-50)^2}{50}$$

$$= 2 + 2$$

$$= 4$$

A table listing the distribution of X^2 is used for

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[1] Ibid., p. 222.

[2] Ibid., p. 223.

[3] N.M. Downie and R.W. Heath, Basic Statistical Methods, 4th ed. (New York: Harper & Row, 1974), p. 189.

determining significance at varying percent values. In the case above, X^2 at the .05 level with 1 degree of freedom is 3.841. Since 4 (X^2) is greater than 3.841, the null hypothesis is rejected i.e., in 95 cases out of 100 it can be said with confidence that these results are different than those which would be expected by chance alone. The value to researchers of using this technique is that it helps determine whether the variables measured are independent of each other or related.

Pearson Product Moment Correlation Coefficient

The Pearson Product Moment Correlation Coefficient or Pearson r is the most frequently used method for measuring correlation coefficients.[1] In computing the Pearson r, the following formula is used:

$$r = \frac{N\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{[N\Sigma X^2 - (\Sigma X)^2]\,[N\Sigma Y^2 - (\Sigma Y)^2]}}$$

The Pearson r is not a measure of causality, but rather is a measure of the relationship between 2 variables. The size of the correlation varies between +1 through 0 to -1. "Like any measure of association, a strong correlation does not assure significance. The smaller the sample size, the higher the r must be to be significant."[2] To determine whether a relationship between variables is statistically

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[1] Ibid., p. 89.

[2] G. David Garson, Political Science Methods (Boston: Holbrook Press Inc., 1976), p. 315.

significant, this researcher has employed a table of coefficients.[1] This table measures critical values of Pearson's r at varying degrees of freedom and levels of significance. This study has confined itself to levels of significance at the .05 level however, isolated instances of relationships with strengths greater than this level are also included. If the correlation received from measuring two variables exceeds the value listed in the table of coefficients at the .05 level (but less than .01), it can be said with reasonable certainty, that there is a significant relationship between the two variables and that this will hold true 95 times out of 100.

Both the Pearson r and Chi Square serve the purpose to determine the statistical significance of 2 variables. In conjunction with crosstabulation tables, the researcher is able to discern if a statistically significant relationship has practical applications. For example, it may be the consensus of the respondents of this survey that the size of the swimming pool is adequate and that club dues are too high. Both Chi Square and the Pearson r may reveal that when measured, these two variables yield a statistically significant relationship; however, their practical application visually appears to have little value. It will thus be the intent of this study to investigate relationships providing practical use.

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[1] Ronald A. Fisher and Frank Yates, Statistical Tables for Biological, Agricultural and Medical Research 6th ed. (London: Longham Group Limited, 1963).

Phi Coefficient

Another advantage of using the Likert 6 point scale is that a dichotomy can be formed by separating the response categories into either agreeing or disagreeing with each statement. In measuring the relationship of the two dichotomous variables, the Phi Coefficient can be used. Like the Pearson r, the maximum limits of correlation vary between +1 and -1. The Phi Coefficient is computed by using the following formula:

$$\Phi = \sqrt{\frac{X^2}{N}}$$

It will be noted that Phi Square equals Chi Square divided by n. A simplified formula is used to arrive at the same result.

$$\Phi = \frac{ad - bc}{\sqrt{r1\ r2\ c1\ c2}}$$

The following example, illustrated by Garson explains this procedure.

	Male	Female	
Voted	a 140	b 10	r1 150
Didn't Vote	c 10	d 40	r2 50
	c1 150	c2 50	

$$\Phi = \frac{(140)(40) - (10)(10)}{\sqrt{(150)(50)(150)(50)}}$$

$$\Phi = .73$$ [1]

As applied in this study, the Phi Coefficient (like the Pearson r and Chi Square) will be used to measure the statistical significance of 2 variables. Since it assumes a dichotomy, its application is that of providing information relative to "either/or" relationships. Again, its value is limited to only those situations where practical application is imminent. An example of its potential use within this study would be in a situation where a manager wished to know whether a statistically significant relationship (of practical value) existed between individuals who joined the club for business reasons and those who will curtail spending at the club if President Carter's tax reform is enacted.

Computation of Statistics

All statistical tests performed within this study were conducted through use of the Statistical Package for the Social Sciences, (SPSS) in the computer center at Purdue University. "SPSS is an integrated system of computer programs designed for the analysis of social science data."[2] Its applications for this researcher, have provided a means for both accurately and descriptively providing significance levels of all variables measured.

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[1] G. David Garson, Political Science Methods

[2] Norman H. Nie et al., Statistical Package for the Social Sciences, p. 1.

CHAPTER IV

DATA ANALYSIS

This chapter provides an analysis of data obtained from both the private country club survey and from the questionnaire completed by the country club managers. Part I entails frequency distributions of the responses of questions posed to club managers. Part II reveals the responses of the first section of the private country club survey. As previously mentioned, this section elicited demographic data and club patronage information from the respondents. Part III of this chapter is composed of crosstabulations of variables. This part is broken down into separate sections for each variable measured to facilitate isolation of subject matter. For example, Section I of Part III is devoted to an analysis of responses to the statement: "I will curtail my activities at the club if President Carter's tax reform regarding the deductibility of entertainment is passed." This variable will be crosstabulated with other variables and an analysis and comment will be made on each. The selection of crosstabulated variables was based on what the author suspected to have both practical value and statistical significance and be beneficial to country club managers. Due to space limitations, many

variables, meeting the aforementioned criteria, were not included in this investigation. Table 1 provides a distribution of the clubs to which the 380 respondents, who participated in the survey, belong. It is necessary to mention here that this study has excluded the responses of those either not answering the question or those who stated it was not applicable to them. In view of this, the sample size for each question will vary.

Of the 380 surveys processed as data, 229 were from Indiana country clubs and 151 from clubs in Ohio. Author conclusions from this disparity are that of loyalty within the state of Indiana from both residents and/or alumnae to support Purdue University. Also noteworthy is that the average response rate for all clubs participating in the survey was 38% while Evansville Country Club achieved a 73.6% return rate. This noticeable difference has been attributed by the author to a cover letter prepared by the Evansville Country Club manager which accompanied each survey and endorsed the study. (See Appendix D).

Part I

Frequency Distribution of Responses to the Private Country Club Manager Questionnaire.

The intent of the questionnaire was to provide a further dimension for analyzing survey results. By obtaining club characteristics, the researcher was able to determine if there were any significant relationships between

Table 1. Private Country Club to which the respondents belong.

Club	Absolute Frequency	Relative Frequency	Cumulative Frequency
Lafayette Country Club	35	9.2%	9.2%
Country Club of Terre Haute	61	16.1%	25.3%
Greene Country Club	41	10.8%	36.1%
Evansville Country Club	92	24.2%	60.3%
Tippecanoe Lake Country Club	41	10.8%	71.1%
Belmont Hills Country Club	44	11.6%	82.6%
Walnut Grove Country Club	34	8.9%	91.6%
Miami Valley Golf Club	32	8.4%	100.0%
Total	380	100.0%	------

club characteristics and member attitudinal responses to the various items investigated. Although the sample size of clubs is small relative to the sample size of members, the author felt it pertinent to provide the results for both information and identification of characteristics of the clubs participating in the study. Tables 2 through 10 reveal the responses of the country club managers about the operations of their clubs. Of particular interest to the author were the statistics showing that 62 1/2 % of the clubs had automatic tipping and that all of the clubs having such maintained a 15% gratuity level. Also of interest were the facts that 62% of the clubs had monthly minimums; 88% did not require the members to use caddies or golf carts; and, that 50% of the clubs operated at a loss in 1977.

Part II

Country Club Member Demographic and Club Patronage Information.

Of paramount importance in the conduct of any marketing research and feasibility study is the composition of the consumers who comprise it. In that regard, this section will provide a presentation of the responses to part one of the private country club survey, i.e. those questions eliciting demographic and member patronization information from the respondents.

Of those answering the survey, 83% were male. A breakdown of member age groups is listed in Table 11. Although there are representatives within each age group, 216

Table 2. Frequency distribution of the number of members in the clubs surveyed.

Number of Members in the Club	Clubs Absolute Frequency	Respondents Absolute Frequency	Relative Frequency	Cumulative Frequency
200-300	1	41	10.8%	10.8%
300-400	1	34	8.9%	19.7%
400-500	3	146	38.4%	58.2%
500-600	1	32	8.4%	66.6%
600-700	1	92	24.2%	90.8%
More than 700	1	35	9.2%	100.0%
Total	8	380	100.0%	------

Table 3. Does the club have automatic tipping?

Answer	Number of Clubs	Number of Respondents	Relative Frequency	Cumulative Frequency
Yes	5	234	61.6%	61.6%
No	3	146	38.4%	100.0%
Total	8	380	100.0%	------

Table 4. Percentage of automatic tips maintained at the clubs surveyed.

Tip Amount	Number of Clubs	Number of Respondents	Relative Frequency	Cumulative Frequency
Not Applicable	3	146	38.4%	38.4%
15%	5	234	61.6%	100.0%
Total	8	380	100.0%	------

Table 5. Does the club have minimums?

Response	Number of Clubs	Number of Respondents	Relative Frequency	Cumulative Frequency
Yes	5	183	48.2%	48.2%
No	3	197	51.8%	100.0%
Total	8	380	100.0%	------

Table 6. What are the minimum amounts maintained by the clubs surveyed?

Category	Number of Clubs	Number of Respondents	Relative Frequency	Cumulative Frequency
Not Applicable	3	197	51.8%	51.8%
$11 - $15	1	35	9.2%	61.1%
$21 - $25	4	148	38.9%	100.0%
Total	8	380	100.0%	------

Table 7. Are gas/electric golf carts or caddies mandatory at the club?

Response	Number of Clubs	Number of Respondents	Relative Frequency	Cumulative Frequency
Yes	1	92	24.2%	24.2%
No	7	288	75.8%	100.0%
Total	8	380	100.0%	------

Table 8. Does the club have reciprocity?

Response	Number of Clubs	Number of Respondents	Relative Frequency	Cumulative Frequency
Yes	8	380	100.0%	100.0%

Table 9. Did the club operate at a loss last year?

Response	Number of Clubs	Number of Respondents	Relative Frequency	Cumulative Frequency
Yes	4	172	48.3%	48.3%
No	4	208	54.7%	100.0%
Total	8	380	100.0%	------

Table 10. Total number of employees maintained by the club.

Number of Employees	Number of Clubs	Number of Respondents	Relative Frequency	Cumulative Frequency
11 - 20	1	41	10.8%	10.8%
21 - 30	1	41	10.8%	21.6%
31 - 40	2	95	25.0%	46.6%
41 - 50	2	76	20.0%	66.6%
51 - 60	1	35	9.2%	75.8%
More than 61	1	92	24.2%	100.0%
Total	8	380	100.0%	------

Table 11. Frequency distribution of age groups of members completing the private country club attitudinal survey.

Age Group	Absolute Frequency	Relative Frequency	Cumulative Frequency
26-34	27	7.1%	7.1%
35-43	62	16.4%	23.5%
44-52	91	24.1%	47.6%
53-62	125	33.1%	80.7%
63-73	61	16.1%	96.8%
Above 73	12	3.2%	100.0%
Total	378	100.0%	------

out of 378 or 57% of those responding were between the ages of 44 and 62; and only 27 or 7% of the sample were less than 35 years of age. As might have been expected, 91.3% of the respondents were married with the majority of those claiming single status either divorced or widowed. Occupations of the members provided an interesting insight into the membership. As reflected in Table 12, 37.8% were in either professional or technical positions while 40.9% were managers or administrators. Consistent with this finding were the expected educational levels of the members. Table 13 shows that 83.6% of those responding have attended college and that 59.7% possess bachelors degrees or higher. The recent affirmations attesting to the high cost in belonging to a country club are indirectly indicated here by reviewing the income levels of the membership. Table 14 reveals that the average income of those responding was $59,735.77. Concurrent with income level, unless delinquency exists, are the costs of membership and the amount spent at the club. In investigating membership costs (initiation fees and dues) the researcher determined the following: the average initiation fee paid per member to join a club was $754.50. (See Table 15).

Monthly dues are predicated (in most instances) on the facilities a member is entitled to use at the club. For example, the monthly dues of a member authorized to use all club facilities will be significantly larger than one permitted to use only the clubhouse. The figures provided in

Table 12. Frequency distribution of respondent occupations.

Occupation	Absolute Frequency	Relative Frequency	Cumulative Frequency
Professional or Technical	135	37.8%	37.8%
Managerial or Administrator	146	40.9%	78.7%
Sales	28	7.8%	86.6%
Clerical	2	.6%	87.1%
Craftsman	6	1.7%	88.8%
Laborer	1	.3%	89.1%
Farmer	3	.8%	89.9%
Retired	24	6.7%	96.6%
Housewife	12	3.4%	100.0%
Total	357	100.0%	------

Table 13. Educational levels of the surveyed country club members.

Educational Level	Absolute Frequency	Relative Frequency	Cumulative Frequency
Below High School	2	.5%	.5%
High School	60	15.9%	16.4%
College (No Degree)	90	23.9%	40.3%
Bachelors Degree	138	36.6%	76.9%
Masters Degree	34	9.0%	85.9%
Ph. D.	40	10.6%	96.6%
Medical Degree	9	2.4%	98.9%
Law Degree	4	1.1%	100.0%
Total	377	100.0%	------

Table 14. Approximate income of the surveyed country club members.

Income	Absolute Frequency	Relative Frequency	Cumulative Frequency
Less than $10,000	3	.8%	.8%
$10,000-$20,000	37	10.0%	10.8%
$20,000-$35,000	92	24.9%	35.8%
$35,000-$50,000	73	19.8%	55.6%
$50,000-$75,000	85	23.0%	78.6%
$75,000-$100,000	38	10.3%	88.9%
Above $100,000	41	11.1%	100.0%
Total	369	100.0%	------

Average Income = $59,735.77

Table 15. Frequency distribution of member responses to the question: "How much was your initiation fee to join the country club?"

Initiation Fee	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Under $300	1	91	24.9%	24.9%
$300 - $499	2	79	21.6%	46.6%
$500 - $749	3	76	20.8%	67.4%
$750 - $999	4	42	11.5%	78.9%
$1000 - $1499	5	41	11.2%	90.1%
$1500 - $1999	6	23	6.3%	96.4%
$2000 - $2999	7	5	1.4%	97.8%
$5000 or More	8	8	2.2%	100.0%
Total	-----	365	100.0%	------

Average Initiation Fee Paid: $754.50

Table 16 reveal that the average monthly dues paid by the members responding were $71.04, which amount to $852.48 annually. Beyond this, respondents were asked to provide the researcher with the amount of money spent at the club per month. Exclusive of dues, the average amount spent per month by members at the club amounted to $92.97. (See Table 17) Added to dues figures, this would indicate that the average amount spent per month/year by the members responding is $164.01/$1968.12.

In order to determine specific information regarding membership utilization figures of different areas within the club, the researcher devoted a number of questions within the demographic section of the survey to satisfy this end. The intent of this area again, was to determine both the users and non-users of the club and most importantly in the case of the latter, to determine contributing reasons for non-use. It was determined in Table 18 that 79.9% of the members surveyed lived within 10 miles of the club and that 56.3% of those surveyed have been members of the club for more than 10 years, while 75% have been members for more than 5 years. (See Table 19). It is rather obvious from these last statistics to see that the majority of those who have joined country clubs remain in such status for a long time; a conclusion the researcher draws from this is that it is a satisfier to the needs of the members.

Relative to the frequency of going to the club for the various activities, 99.2% of those responding stated they

Table 16. Frequency distribution of respondent answers to the question: "What are your monthly dues at the club?"

Monthly Dues	Absolute Frequency	Relative Frequency	Cumulative Frequency
$0 - $20	3	.8%	.8%
$20 - $35	23	6.2%	7.0%
$35 - $65	125	33.6%	40.6%
$65 - $100	202	54.3%	94.9%
$100 - $150	14	3.8%	98.7%
$150 - $250	3	.8%	99.5%
Above $250	2	.5%	100.0%
Total	372	100.0%	------

Average Monthly Dues Paid by the Respondents: $71.04

Table 17. Frequency distribution of respondents answers to the question: "How much do you spend at the club per month (exclusive of dues)?"

Amount	Absolute Frequency	Relative Frequency	Cumulative Frequency
$0 - $20	14	3.8%	3.8%
$20 - $35	29	7.8%	11.6%
$35 - $50	48	13.0%	24.6%
$50 - $75	65	17.6%	42.2%
$75 - $100	47	12.7%	54.9%
$100 - $150	72	19.5%	74.3%
More Than $150	95	25.7%	100.0%
Total	370	100.0%	------

Average Amount Spent at the Club Per Month by the Respondents: $92.97

Table 18. Frequency distribution of surveyed country club member responses to the question: "How far do you live from the club?"

Distance	Absolute Frequency	Relative Frequency	Cumulative Frequency
0 - 2 Miles	104	27.4%	27.4%
2 - 5 Miles	88	23.2%	50.7%
5 - 10 Miles	111	29.3%	79.9%
10 - 20 Miles	58	15.3%	95.3%
More Than 20 Miles	18	4.7%	100.0%
Total	379	100.0%	------

Table 19. Frequency distribution of surveyed country club members responses to the question:"How many years have you been a member at the club?"

Number of Years	Absolute Frequency	Relative Frequency	Cumulative Frequency
0 - 2 Years	27	7.1%	7.1%
2 - 5 Years	68	17.9%	25.1%
5 - 10 Years	71	18.7%	43.8%
10 - 20 Years	106	28.0%	71.8%
More Than 20 Years	107	28.3%	100.0%
Total	379	100.0%	------

eat at the club 1 or more times per month; 78.7% 3 or more times; and, 52.8% 5 or more times per month. (See Table 20). The frequency with which a member participates in athletic activities at the club (i.e. swimming, tennis and golf) is partially predicated on the type of membership; that is to say, which facilities within the club they are entitled to use. This investigation revealed that the vast majority of those surveyed (82.8%) were entitled to use all facilities within the club (i.e. clubhouse, swimming pool, golf course and tennis courts). Considered as individual items, the breakdown by entitlement for use is as follows: clubhouse-100%; swimming pool-98.1%; golf course-90.6% and tennis courts-89%. (See Table 21). The frequency of membership participation at each of the three athletic activities at the club is shown in Tables 22-24. 78.1% of the respondents play golf one or more times per week while 63.5% play twice or more. In contrast, only 19.7% stated they play tennis once or more per week while only 8.1% play twice or more. 21.7% use the pool once or more per week while 13.1% use it twice or more weekly.

The preceding information of and by itself, although giving an insight into the membership and the frequency with which they use the club, is lacking since the categories are too broad and specific markets are not identified. The ensuing part will provide a more indepth microanalysis of two isolated variables crosstabulated with each other.

Table 20. Frequency distribution of surveyed country club member responses to the question: "How often do you eat at the club per month?"

How Often	Absolute Frequency	Relative Frequency	Cumulative Frequency
0	3	.8%	.8%
1 - 2	78	20.6%	21.4%
3 - 4	98	25.9%	47.2%
5 - 6	68	17.9%	65.2%
7 - 8	47	12.4%	77.6%
More Than 8	85	22.4%	100.0%
Total	379	100.0%	------

Table 21. Frequency distribution of surveyed country club member responses to the question: "What facilities at the club are you entitled to use?"

Facility	Absolute Frequency	Relative Frequency	Cumulative Frequency
Clubhouse	7	1.9%	1.9%
Clubhouse & Pool	5	1.3%	3.2%
Clubhouse, Pool, Golf Course & Tennis Courts	308	82.8%	86.0%
Clubhouse, Pool & Tennis Courts	23	6.2%	92.2%
Clubhouse, Pool & Golf Course	29	7.8%	100.0%
Total	372	100.0%	------

Table 22. Frequency distribution of surveyed country club member responses to the question: "How often do you play golf at the club per week?"

Number of Times	Absolute Frequency	Relative Frequency	Cumulative Frequency
0	81	21.9%	21.9%
1	54	14.6%	36.5%
2	100	27.0%	63.5%
3	98	26.5%	90.0%
4 Or More	37	10.0%	100.0%
Total	370	100.0%	------

Table 23. Frequency distribution of surveyed country club member responses to the question: "How often do you play tennis at the club per week?"

Number of Times	Absolute Frequency	Relative Frequency	Cumulative Frequency
0	289	80.3%	80.3%
1	42	11.6%	91.9%
2	11	3.1%	95.0%
3	14	3.9%	98.9%
4 Or More	4	1.1%	100.0%
Total	360	100.0%	------

Table 24. Frequency distribution of surveyed country club members responses to the question: "How often do you use the pool at the club per week?"

Number of Times	Absolute Frequency	Relative Frequency	Cumulative Frequency
0	282	78.3%	78.3%
1	31	8.6%	86.9%
2	20	5.6%	92.5%
3	11	3.1%	95.6%
4 Or More	16	4.4%	100.0%
Total	360	100.0%	------

Part III

Crosstabulation and Frequency Distribution Analysis

Section I

"I will curtail my activities at the club if President Carter's tax reform regarding the deductibility of business entertainment is passed."

40.7% of those responding to the survey indicated they would curtail their activities at the country club if President Carter's tax reform was enacted. (See Table 25). In performing crosstabulations of this variable with others, it was found that 50% of those curtailing activities at the club, joined the club for business entertainment reasons. Also shown, was that 59% of those joining the club for business reasons will curtail club activities if the tax reform is legislated. (See Table 26). Table 27 reveals that there is no significant relationship between the frequency with which a member eats at the club and whether activities will be curtailed as a result of a tax reform. A closer inspection indicates that of the 99 respondents who will curtail activities at the club, 49 (49.5%) eat at the club 5 or more times per month, whereas 50 (50.5%) eat at the club 4 times or less per month. The apparent conclusion of this finding drawn by the researcher is that the market to curtail activities at the club in the event of a tax reform will encompass the complete spectrum of those who eat at the club and not be limited to any specific segment. This lack of statistical significance is supported by a Phi Coefficient of .038 as shown in Table 28.

Table 25. Frequency distribution of surveyed country club member attitudinal responses to the statement: "I will curtail my activities at the club if President Carter's tax reform regarding the deductibility of business entertainment is passed."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	47	19.1%	19.1%
Somewhat Agree	2	27	11.0%	30.1%
Slightly Agree	3	26	10.6%	40.7%
Slightly Disagree	4	14	5.7%	46.3%
Somewhat Disagree	5	20	8.1%	54.5%
Strongly Disagree	6	112	45.5%	100.0%
Total		244	100.0%	------

Mean = 4.093 Mode = 6.000 Median = 4.950

Table 26. Crosstabulation of surveyed country club members' responses to the statements: "I will curtail activities at the club if President Carter's tax reform regarding the deductibility of business entertainment is passed"(Carter) with "I joined the club primarily for business entertainment." (Enter)

Carter	Count / Row % / Col %	Enter Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total%
Strongly Agree		9	6	5	6	12	8	46
		19.6	13.0	10.9	13.0	26.1	17.4	20.4
		10.1	20.0	18.5	20.0	36.4	47.1	
Somewhat Agree		2	2	6	7	7	1	25
		8.0	8.0	24.0	28.0	28.0	4.0	11.1
		2.2	6.7	22.2	23.3	21.2	5.9	
Slightly Agree		7	4	6	3	1	2	23
		30.4	17.4	26.1	13.0	4.3	8.7	10.2
		7.9	13.3	22.2	10.0	3.0	11.8	
Slightly Disagree		6	3	0	1	1	1	12
		50.0	25.0	0	8.3	8.3	8.3	5.3
		6.7	10.0	0	3.3	3.0	5.9	
Somewhat Disagree		4	4	2	3	3	2	18
		22.2	22.2	11.1	16.7	16.7	11.1	8.0
		4.5	13.3	7.4	10.0	9.1	11.8	
Strongly Disagree		61	11	8	10	9	3	102
		59.8	10.8	7.8	9.8	8.8	2.9	45.1

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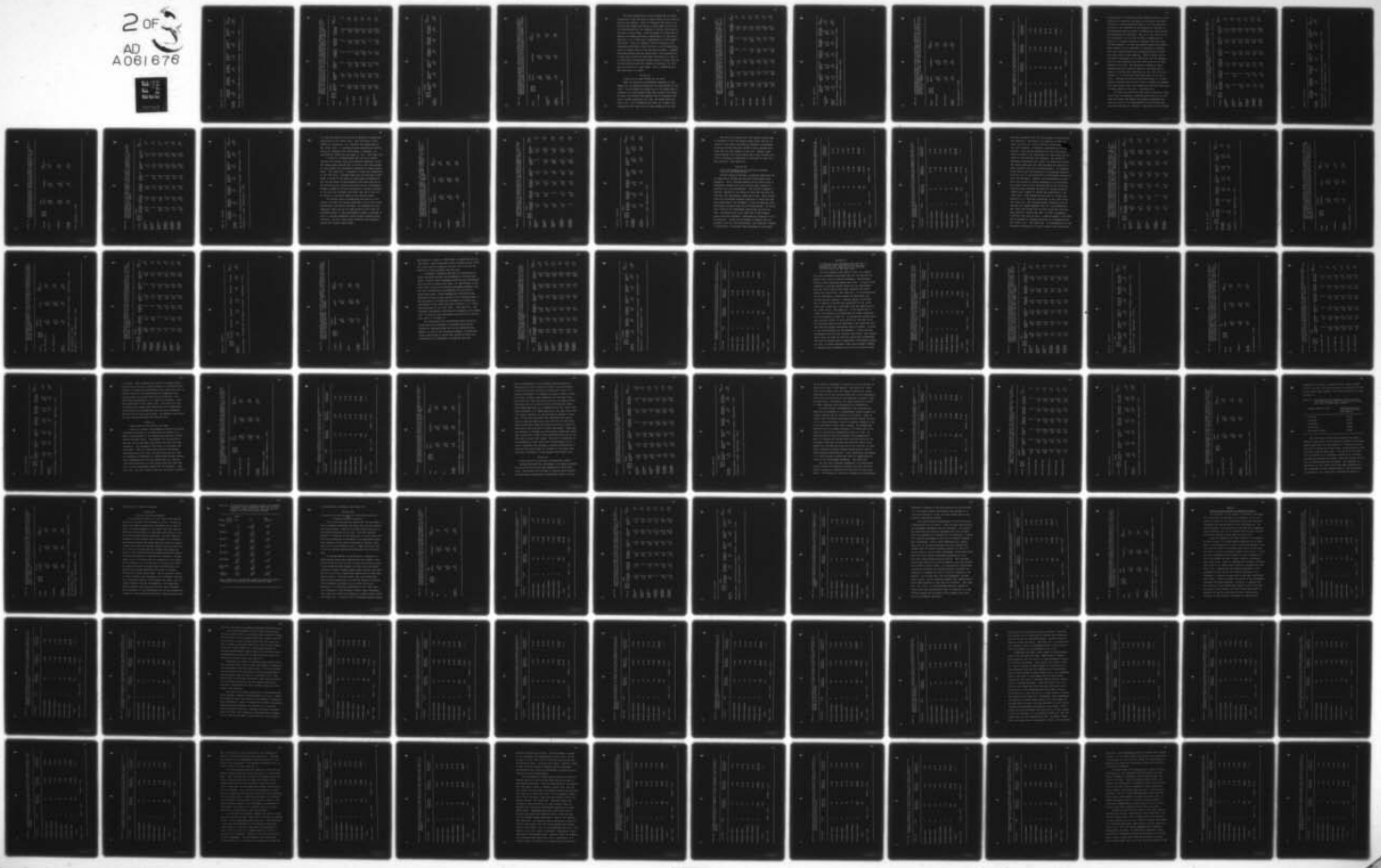


Table 26 (Cont'd)

	Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total%
Column Total%	89 39.4	30 13.3	27 11.9	30 13.3	33 14.6	17 7.5	226 100.0

Raw Chi Square = 63.79569 with 25 degrees of freedom. Significance = .00001.

Table 27. Crosstabulation of surveyed country club members' responses to the statements: "How often do you eat at the club per month?" (Often) with "I will curtail my activities at the club if President Carter's tax reform regarding the deductibility of entertainment is passed." (Carter)

Often	Count / Row % / Col %	Carter: Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total %
Zero		0	1	0	0	0	1	2
		0	50.0	0	0	0	50.0	.8
		0	3.7	0	0	0	.9	
1-2 Times		11	4	5	0	4	26	50
		22.0	8.0	10.0	0	8.0	52.0	20.4
		23.9	14.8	19.2	0	20.0	23.2	
3-4 Times		14	6	9	4	7	26	66
		21.2	9.1	13.6	6.1	10.6	39.4	26.9
		30.4	22.2	34.6	28.6	35.0	23.2	
5-6 Times		5	8	7	4	3	18	45
		11.1	17.8	15.6	8.9	6.7	40.0	18.4
		10.9	29.6	26.9	28.6	15.0	16.1	
7-8 Times		6	4	3	1	0	13	27
		22.2	14.8	11.1	3.7	0	48.1	11.0
		13.0	14.8	11.5	7.1	0	11.6	
More Than 8 Times		10	4	2	5	6	28	55
		18.2	7.3	3.6	9.1	10.9	50.9	22.4
		21.7	14.8	7.7	35.7	30.0	25.0	

Table 27 (Cont'd)

	Count Row % Col %	Carter Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total %
Column Total %		46 18.8	27 11.0	26 10.6	14 5.7	20 8.2	112 45.7	245 100.0

Table 28. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "How often do you eat at the club per month?" (Often) with "I will curtail my activities at the club if President Carter's tax reform regarding the deductibility of entertainment is passed." (Carter)

Often	Count / Row % / Col %	Carter: Agree	Carter: Disagree	Row Total %
0 - 2 Times		50 42.4 50.5	68 57.6 46.6	118 48.2
3 Or More Times		49 38.6 49.5	78 61.4 53.4	127 51.8
Column Total %		99 40.4	146 59.6	245 100.

Phi Coefficient = .03859

The final examination of this variable was in cross-tabulating it with the amount of money spent at the club per month by the members. Table 29 indicates that there is no relationship between the amount of money spent at the club by those measured and the tendency to curtail activities in the event of tax reform. A Raw Chi Square of 23.27 with 30 degrees of freedom providing a significance of .8037 and a Pearson's r of -.01219 with a significance of .4249 support this claim. Table 30 reflects a forced dichotomy of the information provided in Table 29 with a cut-off expenditure level of greater than or less than $75 per month. Although providing somewhat greater significance, this manipulation of data still yields the same basic contention i.e. that of no significant relationship between amount of money spent at the club per month and the tendency to patronize the club less as a result of a tax reform. This is supported by a Phi Coefficient of .03708.

Section II

"There are too many members at the club."

Table 31 reveals the attitudinal responses of club members to the statement:"There are too many members at the club." The rationale for posing such to the members was to determine if a relationship might exist between the manner in which the statement was answered and the frequency with which a member patronizes the club, the amount spent per month, etc. As is evidenced from Table 31, 24.6% of the respondents felt there were too many members at the club.

Table 29. Crosstabulation of surveyed country club members' responses to the statement: "I will curtail activities at the club if President Carter's tax reform regarding the deductibility of business entertainment is passed" (Carter) with "How much money do you spend at the club per month." (Spend)

Spend	Count / Row % / Col %	Carter: Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total
$0 - $20		3	1	1	0	0	4	9
		33.3	11.1	11.1	0	0	44.4	3.7
		6.4	3.7	4.0	0	0	3.6	
$20-$35		2	3	1	0	1	11	18
		11.1	16.7	5.6	0	5.6	61.1	7.4
		4.3	11.1	4.0	0	5.0	9.9	
$35-$50		7	5	5	1	4	13	35
		20.0	14.3	14.3	2.9	11.4	37.1	14.3
		14.9	18.5	20.0	7.1	20.0	11.7	
$50-$75		7	1	4	6	3	21	42
		16.7	2.4	9.5	14.3	7.1	50.0	17.2
		14.9	3.7	16.0	42.9	15.0	18.9	
$75-$100		7	2	3	1	1	14	28
		25.0	7.1	10.7	3.6	3.6	50.0	11.5
		14.9	7.4	12.0	7.1	5.0	12.6	
$100-$150		9	6	3	4	3	19	44
		20.5	13.6	6.8	9.1	6.8	43.2	18.0
		19.1	22.2	12.0	28.6	15.0	17.1	

Table 29 (Cont'd)

	Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total%
More Than $150	12 17.6 25.5	9 13.2 33.3	8 11.8 32.0	2 2.9 14.3	8 11.8 40.0	29 42.6 26.1	68 27.9
Column Total	47 19.3	27 11.1	25 10.2	14 5.7	20 8.2	111 45.5	244 100.0

Raw Chi Square = 23.27779 with 30 degrees of freedom. Significance = .8037.

Pearson's r = -.01219. Significance = .4249.

Table 30. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "I will curtail activities at the club if President Carter's tax reform regarding the deductibility of business entertainment is passed" (Carter) with "How much money do you spend at the club per month?" (Spend)

Spend	Count / Row % / Col %	Carter: Agree	Carter: Disagree	Row Total%
$75 & Below		40 38.5 40.4	64 61.5 44.1	104 42.6
$75 & Above		59 42.1	81 57.9	140 57.4
Column Total		99 40.6	145 59.4	244 100.0

Phi Coefficient = .03708.

Table 31. Frequency distribution of surveyed country club members' responses to the statement: "There are too many members in the club."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	15	4.3%	4.3%
Somewhat Agree	2	31	9.0%	13.3%
Slightly Agree	3	39	11.3%	24.6%
Slightly Disagree	4	47	13.6%	38.2%
Somewhat Disagree	5	64	18.5%	56.6%
Strongly Disagree	6	150	43.4%	100.0%
Total		346	100.0%	------

Mean = 4.630 Mode = 6.000 Median = 5.141

In the process of determining what variables should be cross-tabulated, it was felt, pertinent to the study, that those relevant to club patronization would be the most practical. A review of the responses to the statement in question as crosstabulated with the number of members per club yielded a non-significant relationship. That is to say, that the number of members in a club did not have a significant influence on a members response to indicate that there were too many members. The next area pursued where practicality might suggest, was to determine if attitudes of swimming pool size insufficiency had a relationship with attitudes that there were too many members. Table 32 shows that of 318 people responding, 210 or 66% stated that the swimming pool size was sufficient and that there were not too many members at the club. The statistical results of these findings were that a Raw Chi Square of 36.38529 with 25 degrees of freedom were significant at the .066 level and a Pearson's r of .11572 which was significant at the .0196 level. Although not statistically significant, it is noteworthy to mention that 60 out of 318 or 18.8% of the members felt that the pool size was insufficient and that there were too many members in the club. (See Table 33).

The next area tested with the subject variable of this section was the adequacy of parking facilities at the club. Table 34 reveals that 69% of the members responding feel that there are not too many members at the club and that parking facilities are adequate. Supportive of this finding

Table 32. Crosstabulation of surveyed country club members' responses to the statements: "There are too many members at the club" (Toomany) with "The size of the swimming pool is adequate." (Size)

Toomany	Count / Row % / Col %	Size: Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Tot.%
Strongly Agree		2	0	1	0	2	10	15
		13.3	0	6.7	0	13.3	66.7	4.7
		11.1	0	5.9	0	3.0	5.3	
Somewhat Agree		0	3	1	3	5	14	26
		0	11.5	3.8	11.5	19.2	53.8	8.2
		0	23.1	5.9	20.0	7.5	7.4	
Slightly Agree		6	0	5	2	8	16	37
		16.2	0	13.5	5.4	21.6	43.2	11.6
		33.3	0	29.4	13.3	11.9	8.5	
Slightly Disagree		1	3	5	2	11	21	41
		2.4	7.3	13.5	4.9	26.8	51.2	12.9
		5.6	23.1	29.4	13.3	16.4	11.2	
Somewhat Disagree		1	2	3	3	16	34	59
		1.7	3.4	7.3	5.1	27.1	57.6	18.6
		5.6	15.4	17.6	20.0	23.9	18.1	
Strongly Disagree		8	5	4	5	25	93	140
		5.7	3.6	2.9	3.6	17.9	66.4	44.0
		44.4	38.5	23.5	33.3	37.3	49.5	

Table 32 (Cont'd)

	Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total %
Column	18	13	17	15	67	188	318
Total%	5.7	4.1	5.3	4.7	21.1	59.1	100.0

Raw Chi Square = 36.38529 with 25 degrees of freedom. Significance = .066

Pearson's r = .11572. Significance = .0196.

Table 33. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "There are too many members at the club" (Toomany) with "The size of the swimming pool is adequate." (Size)

Toomany	Count / Row % / Col %	Size: Agree	Size: Disagree	Row Total %
Agree		60	18	78
		76.9	23.1	24.5
		22.2	37.5	
Disagree		210	30	240
		87.5	12.5	75.5
		77.8	62.5	
Column Total%		270	48	318
		84.9	15.1	100.0

Phi Coefficient = .03708

Table 34. Crosstabulation of surveyed country club members' responses to the statements: "There are too many members at the club" (Toomany) with "Parking facilities are adequate to support club members without creating inconveniences." (Park)

Toomany	Count / Row % / Col %	Park: Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total %
Strongly Agree		5	2	3	0	1	3	14
		37.5	14.3	21.4	0	7.1	21.4	4.1
		27.8	6.9	16.7	0	2.1	1.5	
Somewhat Agree		0	5	2	4	3	15	29
		0	17.2	6.9	13.8	10.3	51.7	8.6
		0	17.2	11.1	15.4	6.3	7.5	
Slightly Agree		5	4	4	2	6	17	38
		13.2	10.5	10.5	5.3	15.8	44.7	11.2
		27.8	13.8	22.2	7.7	12.5	8.5	
Slightly Disagree		2	2	2	8	10	23	47
		4.3	4.3	4.3	17.0	21.3	48.9	13.9
		11.1	6.9	11.1	30.8	20.8	11.5	
Somewhat Disagree		1	6	2	5	12	37	63
		1.6	9.5	3.2	7.9	19.0	58.7	18.6
		5.6	20.7	11.1	19.2	25.0	18.5	
Strongly Disagree		5	10	5	7	16	105	148
		3.4	6.8	3.4	4.7	10.8	70.9	43.7
		27.8	34.5	27.8	26.9	33.3	52.5	

Table 34 (Cont'd)

	Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total %
Column	18	29	18	26	48	200	339
Total%	5.3	8.6	5.3	7.7	14.2	59.0	100.0

Raw Chi Square = 72.52318 with 25 degrees of freedom. Significance = .00001

Pearson's r = .27351 Significance = .00001

is a Raw Chi Square of 72.52 with 25 degrees of freedom and significant at the .00001 level. Also attesting to this finding is a Pearson's r of .273 which was significant at the .00001 level. In testing the same variables by dichotomizing the responses into either agree or disagree, the resulting Phi Coefficient was equal to .254. (See Table 35).

A review of crosstabulating this section's subject variable with whether there are sufficient employees to handle member needs revealed that 61.4% felt there were neither too many members nor insufficient employees to handle member needs. (See Table 36). A Pearson's r finds this significant at the .049 level. Although tables are not provided in this study, a review of the amount of money spent by members at the club per month and the frequency with which they eat at the club per month, revealed that there was no relationship between a member's attitude concerning the number of members in the club, the frequency with which they eat at the club per month, or the amount spent at the club per month.

The obvious value of researching this area is to determine the effect of crowded conditions at the club on club patronization and service provided. As evidenced from the foregoing, there are not too many members at the clubs investigated which, to this investigator creates a latitude in clubs to increase membership levels without creating inconveniences. By such, those clubs confronted with financial despair can increase cash inflow.

Table 35. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "There are too many members at the club" (Toomany) with "Parking facilities are adequate to support club members without creating inconveniences." (Park)

Toomany	Count / Row % / Col %	Park: Disagree	Park: Agree	Row Total %
Agree		30	51	81
		37.0	63.0	23.9
		46.2	18.6	
Disagree		35	223	258
		13.6	86.4	76.1
		53.8	81.4	
Column Total%		65	274	339
		19.2	80.8	100.0

Phi Coefficient = .25425

Table 36. Crosstabulation of surveyed country club members' responses to the statement: "There are too many members at the club" (Toomany) with "There are sufficient employees at the club to handle member needs." (Suff)

Toomany	Count / Row % / Col %	Suff: Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Tot.%
Strongly Agree		1	3	2	1	0	7	14
		7.1	21.4	14.3	7.1	0	50.0	4.2
		7.7	13.0	8.3	3.0	0	4.9	
Somewhat Agree		2	3	3	2	6	12	28
		7.1	10.7	10.7	7.1	21.4	42.9	8.4
		15.4	13.0	12.5	6.1	6.2	8.5	
Slightly Agree		2	0	4	3	12	15	36
		5.6	0	11.1	8.3	33.3	41.7	10.8
		15.4	0	16.7	9.1	12.4	10.6	
Slightly Disagree		1	1	5	6	15	18	46
		2.2	2.2	10.9	13.0	32.6	39.1	13.9
		7.7	4.3	20.8	18.2	15.5	12.7	
Somewhat Disagree		0	8	3	9	21	22	63
		0	12.7	4.8	14.3	33.3	34.9	19.0
		0	34.8	12.5	27.3	21.6	15.5	

Table 36 (Cont'd)

Toomany	Count / Row % / Col %	Suff Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total%
Strongly Disagree		7 4.8 53.8	8 5.5 34.8	7 4.8 29.2	12 8.3 36.4	43 29.7 44.3	68 46.9 47.9	145 43.7
Column Total %		13 3.9	23 6.9	24 7.2	33 9.9	97 29.2	142 42.8	332 100.0

Pearson's r = .0908 Significance = .0493

The final area studied with the subject variable was to determine if the club members would rather have an increase in dues rather than have an increase in membership. It was previously shown that 24.6% of those surveyed felt there were too many members at the club. However, when testing whether they would rather have a dues increase vis-a-vis an increase in membership, 45.8% opted in favor of a dues increase. (See Table 37).

Section III

"I buy the majority of my golf/tennis equipment from the club professional."

Private country clubs have a notorious reputation for the high prices charged for golf and tennis apparel and equipment. Still, although members can buy these items at substantial savings from other outlets, many continue to patronize the club professional. This section attempts to provide a synopsis of the market of those who buy from the club and, more importantly, those who do not. Table 38 provides the attitudinal response frequency of those club members responding to the statement: "I buy the majority of my golf/tennis equipment from the club professional. As can be seen, 60.1% of the respondents stated they buy from the club. Noteworthy here is the fact that 42.1% strongly agreed with this statement, indicating an allegiance to the professional. Noting the percentage of members that buy equipment from the club professional, the researcher thought it appropriate to determine what percentage of the market

Table 37. Frequency distribution of surveyed country club members' responses to the statement: "I would rather have an increase in dues than have an increase in membership."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	127	35.5%	35.5%
Somewhat Disagree	2	38	10.6%	46.1%
Slightly Disagree	3	29	8.1%	54.2%
Slightly Agree	4	46	12.8%	67.0%
Somewhat Agree	5	39	10.9%	77.9%
Strongly Agree	6	79	22.1%	100.0%
Total		358	100.0%	------

Mean = 3.193 Mode = 1.000 Median = 2.983

Table 38. Frequency distribution of surveyed country club members' responses to the statement:"I buy the majority of my golf/tennis equipment from the club professional."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	41	13.0%	13.0%
Somewhat Disagree	2	24	7.6%	20.6%
Slightly Disagree	3	27	8.5%	29.1%
Slightly Agree	4	34	10.8%	39.9%
Somewhat Agree	5	57	18.0%	57.9%
Strongly Agree	6	133	42.1%	100.0%
Total		316	100.0%	------

Mean = 4.396 Mode = 6.000 Median = 5.061

purchased equipment from the club knowing club prices were more expensive. The results, as reflected in Table 39, reveal that 163 out of 309 or 52.7% of those resp[illegible]l into this category. A Pearson's r performed on this da[illegible] yielded a .1979 and was significant at the .0002 level. Table 40 reveals a Phi Coefficient of .16124 which was obtained by dichotomizing the variables. Sex yielded no meaningful significance as 71.3% of the males and 67.3% of the females indicated that they purchased the majority of their equipment from the club professional. In comparing income levels with the statistics of purchasing equipment from the club, it was found that no relationship existed between the variables. However, in dichotomizing the variables into groups of either purchasing or not purchasing with income levels above and below $50,000 the following statistics were obtained: Corrected Chi Square equalling 3.08821 with 1 degree of freedom was significant at the .0789 level; a Phi Coefficient was equal to .10736 and a Pearson's r of .10736 was significant at the .0299 level. (See Table 41). The strongest market observed by the researcher for buying equipment from the club professional were those that stated that the golf course was their primary reason for joining the club. Of those responding, 75.8% fell into this category. A Raw Chi Square of 66.37346 with 25 degrees of freedom found this to be significant at the .00001 level. (See Table 42). A crosstabulation of the variables dichotomized in Table 43 found a Phi Coefficient

Table 39. Crosstabulation of surveyed country club members' responses to the statements: "Prices of sporting equipment (i.e. golf: clubs, shoes, shirts; tennis: rackets, outfits etc.) are more expensive at the club than can be obtained at local stores...for the same items" (Equip) with "I buy the majority of my golf/tennis equipment from the club professional." (Clubpro)

Equip	Count / Row % / Col %	Clubpro Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total %
Strongly Agree		21	12	9	10	19	43	114
		18.4	10.5	7.9	8.8	16.7	37.7	36.9
		55.3	50.0	33.3	30.3	34.5	32.6	
Somewhat Agree		9	3	10	9	18	33	82
		11.0	3.7	12.2	11.0	22.0	40.2	26.5
		23.7	12.5	37.0	27.3	32.7	25.0	
Slightly Agree		5	7	3	5	10	16	46
		10.9	15.2	6.5	10.9	21.7	34.8	14.9
		13.2	29.2	11.1	15.2	18.2	12.1	
Slightly Disagree		1	0	1	3	2	7	14
		7.1	0	7.1	21.4	14.3	50.0	4.5
		2.6	0	3.7	9.1	3.6	5.3	
Somewhat Disagree		2	2	3	4	2	16	29
		6.9	6.9	10.3	13.8	6.9	55.2	9.4
		5.3	8.3	11.1	12.1	3.6	12.1	

Table 39 (Cont'd)

Equip	Count / Row % / Col %	Clubpro Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total %
Strongly Disagree		0	0	1	2	4	17	24
		0	0	4.2	8.3	16.7	70.8	7.8
		0	0	3.7	6.1	7.3	12.9	
Column Total %		38	24	27	33	55	132	309
		12.3	7.8	8.7	10.7	17.8	42.7	100.0

Pearson's r = .1979 Significance = .0002

Table 40. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "Prices of sporting equipment (i.e. golf: clubs, shoes, shirts; tennis: rackets, outfits etc.) are more expensive at the club than can be obtained at local stores...for the same items" (Equip) with "I buy the majority of my golf/tennis equipment from the club professional." (Clubpro)

Equip	Count / Row % / Col %	Clubpro: Disagree	Clubpro: Agree	Row Total %
Agree		79 32.6 88.8	163 67.4 74.1	242 78.3
Disagree		10 14.9 11.2	57 85.1 25.9	67 21.7
Column Total %		89 28.8	220 71.2	309 100.0

Phi Coefficient = .16124

Table 41. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "I buy the majority of my golf/tennis equipment from the club professional" (Clubpro) with "What is your approximate annual income?" (Income)

Income	Count / Row % / Col %	Clubpro: Disagree	Clubpro: Agree	Row Total %
Less Than $50,000		56 32.9 63.6	114 67.1 51.8	170 55.2
More Than $50,000		32 23.2 36.4	106 76.8 48.2	138 44.8
Column Total %		88 28.6	220 71.4	308 100.0

Corrected Chi Square = 3.08821 with 1 degree of freedom. Significance = .0789

Phi Coefficient = .10736

Pearson's r = .10736 Significance = .0299

Table 42. Crosstabulation of surveyed country club members' responses to the statements: "I buy the majority of my golf/tennis equipment from the club professional" (Clubpro) with "The golf course was my primary reason in joining the club." (Course)

Clubpro	Count / Row % / Col %	Course: Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total %
Strongly Disagree		17	3	0	4	0	15	39
		43.6	7.7	0	10.3	0	38.5	12.8
		40.5	14.3	0	12.9	0	8.9	
Somewhat Disagree		4	6	0	1	1	12	24
		16.7	25.0	0	4.2	4.2	50.0	7.9
		9.5	28.6	0	3.2	3.4	7.1	
Slightly Disagree		3	0	2	4	3	15	27
		11.1	0	7.4	14.8	11.1	55.6	8.9
		7.1	0	15.4	12.9	10.3	8.9	
Slightly Agree		3	2	2	4	4	18	33
		9.1	6.1	6.1	12.1	12.1	54.5	10.9
		7.1	9.5	15.4	12.9	13.8	10.7	
Somewhat Agree		4	7	2	8	6	28	55
		7.3	12.7	3.6	14.5	10.9	50.9	18.1
		9.5	33.3	15.4	25.8	20.7	16.7	
Strongly Agree		11	3	7	10	15	80	126
		8.7	2.4	5.6	7.9	11.9	63.5	41.4
		26.2	14.3	53.8	32.3	51.7	47.6	

Table 42 (Cont'd)

Count / Row % / Col %	Course Strongly	Somewhat	Slightly	Slightly	Somewhat	Strongly	Row Total %
Column Total %	42 13.8	21 6.9	13 4.3	31 10.2	29 9.5	168 55.3	304 100.0

Raw Chi Square = 66.37346 with 25 degrees of freedom. Significance = .00001

Table 43. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "I buy the majority of my golf/tennis equipment from the club professional" (Clubpro) with "The golf course was my primary reason in joining the club." (Course)

Clubpro	Count / Row % / Col %	Course: Disagree	Course: Agree	Row Total%
Disagree		35 38.9 46.1	55 61.1 24.1	90 29.6
Agree		41 19.2 53.9	173 80.8 75.9	214 70.4
Column Total%		76 25.0	228 75.0	304 100.0

Phi Coefficient = .20801

Pearson's r = .20801 Significance = .0001

and Pearson's r equal to .20801 which is significant at the .0001 level. Also noteworthy in this category are the 24.1% who joined the club primarily for golf but do not buy the majority of their equipment from the club.

A meaningful comparison was made in determining the market who would purchase more merchandise if prices were lower. 60.8% of those responding would buy more merchandise from the club if prices were lower. Of significance is the point that of those not currently purchasing equipment from the club, 69.6% would buy merchandise from the club if prices were lower. These findings have statistical significance as shown by the results of the following tests: a Raw Chi Square of 53.3266 with 25 degrees of freedom was significant at the .0008 level and a Pearson's r of .19523 was significant at the .0004 level. (See Table 44). The frequency distribution reflecting the responses to the statement: "I would buy more merchandise from the club if prices were lower" is at Table 45.

The implications for club professionals relative to actual gross sale increases or decreases which can be achieved by lowering prices will not be discussed here. However, in view of the preceding findings, it would most likely behoove them to review this course of action as a consideration in attempting to accomplish that end.

Table 44. Crosstabulation of surveyed country club members' responses to the statements: "I buy the majority of my golf/tennis equipment from the club professional" (Clubpro) with "I would buy more merchandise from the club if prices were lower." (Buy)

Buy	Count / Row % / Col %	Clubpro Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total %
Strongly Agree		14	9	9	10	15	19	76
		18.4	11.8	11.8	13.2	19.7	25.0	25.7
		35.9	37.5	34.6	32.3	29.4	15.2	
Somewhat Agree		5	4	11	2	16	20	58
		8.6	6.9	19.0	3.4	27.6	34.5	19.6
		12.8	16.7	42.3	6.5	31.4	16.0	
Slightly Agree		5	3	2	9	7	20	46
		10.9	6.5	4.3	19.6	15.2	43.5	15.5
		12.8	12.5	7.7	29.0	13.7	16.0	
Slightly Disagree		3	4	1	5	4	11	28
		10.7	14.3	3.6	17.9	14.3	39.3	9.5
		7.7	16.7	3.8	16.1	7.8	8.8	
Somewhat Disagree		5	2	1	3	5	19	35
		14.3	5.7	2.9	8.6	14.3	54.3	11.8
		12.8	8.3	3.8	9.7	9.8	15.2	
Strongly Disagree		7	2	2	2	4	36	53
		13.2	3.8	3.8	3.8	7.5	67.9	17.9
		17.9	8.3	7.7	6.5	7.8	28.8	

Table 44 (Cont'd)

Count / Row % / Col %	Clubpro Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total %
Column Total %	39 13.2	24 8.1	26 8.8	31 10.5	51 17.2	125 42.2	296 100.0

Raw Chi Square = 53.3266 with 25 degrees of freedom. Significance = .0008

Pearson's r = .19523 Significance = .0004

Table 45. Frequency distribution of surveyed country club members' responses to the statement: "I would buy more merchandise from the club if prices were lower."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	84	25.6%	25.6%
Somewhat Agree	2	60	18.3%	43.9%
Slightly Agree	3	53	16.2%	60.1%
Slightly Disagree	4	30	9.1%	69.2%
Somewhat Disagree	5	38	11.6%	80.8%
Strongly Disagree	6	63	19.2%	100.0%
Total		328	100.0%	------

Mean = 3.204 Mode = 1.000 Median = 2.877

Section IV

"I would buy more merchandise from the club if prices were lower" and, "Prices of sporting equipment is more expensive at the club than at local stores for the same items."

It became apparent from Table 46 that club members felt that merchandise purchased from the club was more expensive than could be obtained elsewhere. Specifically, 78.4% of those responding agreed with this. A review of the responses of how many members would buy more merchandise from the club if prices were lower revealed that 60.1% stated that they would. (See Table 45). In crosstabulating the two variables, a strong measure of association and correlation were obtained. A Raw Chi Square of 99.57126 with 25 degrees of freedom was significant at the .00001 level; and a Pearson's r equalling .4177 was significant at the .00001 level. (See Table 47). A Phi Coefficient of .33861 was obtained by dichotomizing the answer categories of both variables in Table 48. In determining whether there was a specific market or group within the club with which the foregoing would be most applicable, the researcher felt that the most logical determinant would be income. A review of the crosstabulation of the variable: "I would buy more merchandise from the club if prices were lower," with respondents income as shown in Table 49, proved most interesting. The results revealed that a significant relationship existed and that, as income decreased, there was a greater tendency to purchase more merchandise from the club if prices would

Table 46. Frequency distribution of surveyed country club members' responses to the statement: "Prices of sporting equipment (i.e. golf: clubs, shoes, shirts; tennis: rackets outfits etc.) are more expensive at the club than can be obtained at local stores...for the same items."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	125	37.5%	37.5%
Somewhat Agree	2	87	26.1%	63.7%
Slightly Agree	3	49	14.7%	78.4%
Slightly Disagree	4	15	4.5%	82.9%
Somewhat Disagree	5	30	9.0%	91.9%
Strongly Disagree	6	27	8.1%	100.0%
Total		333	100.0%	------

Mean = 2.456 Mode = 1.000 Median = 1.977

Table 47. Crosstabulation of surveyed country club members' responses to the statements: "I would buy more merchandise from the club if prices were lower" (Buy) with "Prices of sporting equipment (i.e. golf: clubs, shoes, shirts; tennis: rackets, outfits etc.) are more expensive at the club than can be obtained at local stores...for the same items." (Equip)

Equip	Count / Row % / Col %	Buy: Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total %
Strongly Agree		54	25	13	5	6	14	117
		46.2	21.4	11.1	4.3	5.1	12.0	37.3
		66.7	41.7	26.0	17.2	16.2	24.6	
Somewhat Agree		17	20	20	7	14	6	84
		20.2	23.8	23.8	8.3	16.7	7.1	26.8
		21.0	33.3	40.0	24.1	37.8	10.5	
Slightly Agree		4	9	10	7	7	10	47
		8.5	19.1	21.3	14.9	14.9	21.3	15.0
		4.9	15.0	20.0	24.1	18.9	17.5	
Slightly Disagree		1	2	1	3	2	5	14
		7.1	14.3	7.1	21.4	14.3	35.7	4.5
		1.2	3.3	2.0	10.3	5.4	8.8	
Somewhat Disagree		3	1	3	6	6	8	27
		11.1	3.7	11.1	22.2	22.2	29.6	8.6
		3.7	1.7	6.0	20.7	16.2	14.0	
Strongly Disagree		2	3	3	1	2	14	25
		8.0	12.0	11.1	4.0	8.0	56.0	8.0
		2.5	5.0	6.0	3.4	5.4	24.6	

Table 47 (Cont'd)

Count / Row % / Col %	Buy Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total %
Column Total %	81 25.8	60 19.1	50 15.9	29 9.2	37 11.8	57 18.2	314 100.0

Raw Chi Square = 99.57126 with 25 degrees of freedom. Significance = .00001

Pearson's r = .4177 Significance = .00001

Table 48. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "I would buy more merchandise from the club if prices were lower" (Buy) with "Prices of sporting equipment (i.e. golf: clubs, shoes shirts; tennis: rackets, outfits etc.) are more expensive at the club than can be obtained at local stores...for the same items." (Equip)

Equip	Count / Row % / Col %	Buy: Agree	Buy: Disagree	Row Total %
Agree		172 69.4 90.1	76 30.6 61.8	248 79.0
Disagree		19 28.8 9.9	47 71.2 38.2	66 21.0
Column Total%		191 60.8	123 39.2	314 100.0

Phi Coefficient = .33861

Table 49 Crosstabulation of surveyed country club members' responses to the statements: "I would buy more merchandise from the club if prices were lower" (Buy) with "What is your approximate annual income?" (Income)

Income	Count / Row % / Col %	Buy: Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total %
Less Than $10,000		0	1	0	0	0	1	2
		0	50.0	0	0	0	50.0	.6
		0	1.8	0	0	0	1.6	
$10,000-$20,000		14	7	3	2	1	4	31
		45.2	22.6	9.7	6.5	3.2	12.9	9.7
		17.1	12.3	5.8	6.9	2.6	6.5	
$20,000-$35,000		27	18	13	8	6	8	81
		33.3	22.2	16.0	11.9	9.0	11.9	25.3
		32.9	31.6	25.0	27.6	15.8	12.9	
$35,000-$50,000		20	12	13	8	6	8	67
		29.9	17.9	19.4	11.9	9.0	11.9	20.9
		24.4	21.1	25.0	27.6	15.8	12.9	
$50,000-$75,000		13	12	15	4	8	20	72
		18.1	16.7	20.8	5.6	11.1	27.8	22.5
		15.9	21.1	28.8	13.8	21.1	32.3	
$75,000-$100,000		4	3	6	4	8	4	29
		13.8	10.3	20.7	13.8	27.6	13.8	9.1
		4.9	5.3	11.5	13.8	21.1	6.5	

Table 49 (Cont'd)

Income	Count / Row % / Col %	Buy Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total %
Above $100,000		4	4	2	5	8	15	38
		10.5	10.5	5.3	13.2	21.1	39.5	11.9
		4.9	7.0	3.8	17.2	21.1	24.2	
Column Total %		82	57	52	29	38	62	320
		25.6	17.8	16.2	9.1	11.9	19.4	100.0

Raw Chi Square = 56.69273 with 30 degrees of freedom. Significance = .0023

be lowered. These findings were found to be statistically significant as follows: a Raw Chi Square of 56.69273 with 30 degrees of freedom was significant at the .0023 level and, as found in Table 50, by dichotomizing the categories into agree/disagree and income above and below $50,000, a Phi Coefficient and Pearson's r of .25661 were obtained. Both were significant at the .00001 level. The results of this crosstabulation clearly show that 70.7% of the respondents with incomes less than $50,000 would buy more merchandise from the club if prices were lower. In contrast, only 45.3% of those earning above $50,000 would do such.

Section V

"Menu prices at the club are too high."

A theory in country club management within the bar and restaurant operations is to break even (or operate at as small a loss possible in the dining areas and make a profit through beverage sales). Accordingly, for the quality of meal and service provided, menu prices have been more than reasonable. The findings of the survey on the matter echo this point. Table 51 reveals that 73.1% of the members responding do not feel that club menu prices are too high. In attempting to determine if a relationship existed between those respondents who felt menu prices were too high and clubs which operated at a loss it was found that there was not a strong relationship between the two variables. (See Table 52). The most critical test with the subject variable

Table 50. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "I would buy more merchandise from the club if prices were lower" (Buy) with "What is your approximate annual income?" (Income)

Income	Count / Row % / Col %	Buy: Agree	Buy: Disagree	Row Total %
Less Than $50,000		128 70.7 67.0	53 29.3 41.1	181 56.6
More Than $50,000		63 45.3 33.0	76 54.7 58.9	139 43.4
Column Total%		191 59.7	129 40.3	320 100.0

Phi Coefficient = .25661

Pearson's r = .25661 Significance = .00001

Table 51. Frequency distribution of surveyed country club members' responses to the statement: "Menu prices at the club are too high."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	19	5.3%	5.3%
Somewhat Agree	2	25	6.9%	12.2%
Slightly Agree	3	53	14.7%	26.9%
Slightly Disagree	4	66	18.3%	45.3%
Somewhat Disagree	5	65	18.1%	63.3%
Strongly Disagree	6	132	36.7%	100.0%
Total		360	100.0%	------

Mean = 4.469 Mode = 6.000 Median = 4.762

Table 52. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "Menu prices at the club are too high" (Menu) with "Did the club operate at a loss last year?" (Red)

Red	Count / Row % / Col %	Menu: Agree	Menu: Disagree	Row Total %
Yes		47 29.9 48.5	110 70.1 41.8	157 43.6
No		50 24.6 51.5	153 75.4 58.2	203 56.4
Column Total%		97 26.9	263 73.1	360 100.0

Corrected Chi Square = 1.0109 with 1 degree of freedom. Significance = .3147

Pearson's r = .0593 Significance = .1309

was in determining if a relationship existed between it ("Menu prices at the club are too high") and the variable: "I would eat at the club more if prices were lower." Percentage distribution of responses as shown in Table 53 were as follows: 53.2% of those answering the statements indicated they felt that menu prices were not too high and that they would not eat at the club more if prices were lower. This finding was found to be significant at the .00001 level with a Pearson's r of .48691 and also at the same level from a Chi Square statistic of 161.5317 with 25 degrees of freedom. It was also determined that 18% stated menu prices were too high and would eat at the club more if there were lower prices while 19.8% felt prices were not too high but, would eat at the club more if prices were lower. These last two categories, although not statistically significant findings, reveal that 37.8% of those responding would eat at the club more if prices were lower. The point of contention by the researcher is that, with such a large segment of the market comprising this category, a periodic modification of selected menu prices might be in order to test these findings and to determine if such changes affect gross sales.

Section VI

"I would eat at the club more if prices were lower."

Having identified the percentage of the market surveyed who would eat at the club more frequently if prices were lower, this section will attempt to identify their specific characteristics and determine significance levels of each.

Table 53. Crosstabulation of surveyed country club members' responses to the statements: "Menu prices at the club are too high" (Menu) with "I would eat at the club more if there were lower prices." (Lower)

Menu	Count / Row % / Col %	Lower: Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total %
Strongly Agree		14	1	1	0	2	1	19
		73.7	5.3	5.3	0	10.5	5.3	5.6
		30.4	3.2	2.0	0	4.0	.8	5.6
Somewhat Agree		6	4	6	1	4	3	24
		25.0	16.7	25.0	4.2	16.7	12.5	7.1
		13.0	12.9	11.8	2.7	8.0	2.4	
Slightly Agree		11	6	12	8	1	10	48
		22.9	12.5	25.0	16.7	2.1	20.8	14.2
		23.9	19.4	23.5	21.6	2.0	8.1	
Slightly Disagree		2	11	16	11	13	12	65
		3.1	16.9	24.6	16.9	20.0	18.5	19.2
		4.3	35.5	31.4	29.7	26.0	9.8	
Somewhat Disagree		4	5	7	10	16	19	61
		6.6	8.2	11.5	16.4	26.2	31.1	18.0
		8.7	16.1	13.7	27.0	32.0	15.4	
Strongly Disagree		9	4	9	7	14	78	121
		7.4	3.3	7.4	5.8	11.6	64.5	35.8
		19.6	12.9	17.6	18.9	28.0	63.4	

Table 53 (Cont'd)

	Count Row % Col %	Lower Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total %
Column Total %		46 13.6	31 9.2	51 15.1	37 10.9	50 14.8	123 36.4	338 100.0

Raw Chi Square = 161.5317 with 25 degrees of freedom. Significance = .00001

Pearson's r = .48691 Significance = .00001

To the specific statement: "I would eat at the club more if prices were lower," 38.4% agreed. (See Table 54). Note, this figure differs with the figures stated in the crosstabulation in the last section since some of the respondents either did not answer one of the questions or stated it was not applicable; accordingly, all cases falling into either of those categories were discounted from computations.

The most logical crosstabulation for practical purposes was to determine if a relationship existed between the subject variable and the income of the members. Table 55 reveals that an inverse relationship exists between the two; i.e. as income decreases, there is a greater tendency to eat at the club more if prices were lowered. The finding was fortified by a Chi Square statistic of 61.49157 with 30 degrees of freedom and a significance level of .0006. By dichotomizing the same two variables into categories of agree or disagree and incomes above and below $50,000, the following statistical results were achieved: 46% of those making less than $50,000 would eat at the club more if there were a reduction in prices whereas 29.3% would do such in income brackets above $50,000. A Phi Coefficient and Pearson r of .17005 yielded a statistical level of significance of .0009 on the dichotomized variables. (See Table 56).

The next test conducted determined if a relationship existed between the distance a member lived from the club and his tendency to patronize the club more if prices were lower. The findings of this test, although not statistically

Table 54. Frequency distribution of surveyed country club members' responses to the statement: "I would eat at the club more if prices were lower."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	48	13.9%	13.9%
Somewhat Agree	2	33	9.5%	23.4%
Slightly Agree	3	52	15.0%	38.4%
Slightly Disagree	4	37	10.7%	49.1%
Somewhat Disagree	5	51	14.7%	63.9%
Strongly Disagree	6	125	36.1%	100.0%
Total		346	100.0%	------

Mean = 4.113 Mode = 6.000 Median = 4.559

Table 55. Crosstabulation of surveyed country club members' responses to the statements: "I would eat at the club more if menu prices were lower" (Lower) with "What is your approximate annual income?" (Income)

Income	Count / Row % / Col %	Lower Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total %
Less Than $10,000		2	0	0	0	0	0	2
		100.0	0	0	0	0	0	.6
		4.3	0	0	0	0	0	
$10,000-$20,000		8	8	4	1	4	7	32
		25.0	25.0	12.5	3.1	12.5	21.9	9.5
		17.0	25.0	7.8	2.8	8.2	5.7	
$20,000-$35,000		18	9	15	11	8	24	85
		21.2	10.6	17.6	12.9	9.4	28.2	25.2
		38.3	28.1	29.4	30.6	16.3	19.7	
$35,000-$50,000		4	6	12	11	15	20	68
		5.9	8.8	17.6	16.2	22.1	29.4	20.2
		8.5	18.8	23.5	30.6	30.6	16.4	
$50,000-$75,000		9	4	10	5	12	39	79
		11.4	5.1	12.7	6.3	15.2	49.4	23.4
		19.1	12.5	19.6	13.9	24.5	32.0	
$75,000-$100,000		1	2	8	5	3	15	34
		2.9	5.9	23.5	14.7	8.8	44.1	10.1
		2.1	6.3	15.7	13.9	6.1	12.3	

Table 55 (Cont'd)

Income	Count / Row % / Col %	Lower Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree	Row Total %
Above $100,000		5	3	2	5	3	15	34
		13.5	8.1	5.4	8.1	18.9	45.9	11.0
		10.6	9.4	3.9	8.3	14.3	13.9	
Column Total %		47	32	51	36	49	122	337
		13.9	9.5	15.1	10.7	14.5	36.2	100.0

Raw Chi Square = 61.49157 with 30 degrees of freedom. Significance = .0006

Table 56. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "I would eat at the club more if prices were lower" (Lower) with "What is your approximate annual income?" (Income)

Income	Count / Row % / Col %	Lower: Agree	Lower: Disagree	Row Total %
Less Than $50,000		86 46.0 66.2	101 54.0 48.8	187 55.5
More Than $50,000		44 29.3 33.8	106 70.7 51.2	150 44.5
Column Total %		130 38.6	207 61.4	337 100.0

Phi Coefficient = .17005

Pearson's r = .17005 Significance = .0009

significant, do reveal a pattern that the closer a member lives to the club, the more apt he was to patronize the club if menu prices were reduced. The obtained results are found in Table 57.

Table 57. Crosstabulation of variables: "How far do you live from the club" and, "I would patronize the club more if prices were reduced."

Distance from the club	Would patronize the club more if prices were reduced
0-2 Miles	45.2%
2-5 Miles	37.9%
5-10 Miles	38.6%
10-20 Miles	28.8%
More than 20 Miles	29.4%

The final test of the subject variable came with a variable placed later in the survey yet saying (in different words) practically the same thing i.e. "I would eat at the club more if prices were lower" with, "I would patronize the club more if prices were lower." The intent of this test was to determine if a consistency existed so as to assure accuracy and validity of results. Table 58 reflects the result of dichotomizing both variables. The findings, all significant at the .00001 level reflecting consistency in the measurement of both variables were: a Phi Coefficient and Pearson's r of .52594 and a Corrected Chi Square of

Table 58. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "I would eat at the club more if prices were lower" (Lower) with "I would patronize the club more if it had lower prices." (Prices)

Lower	Count / Row % / Col %	Prices: Disagree	Prices: Agree	Row Total %
Agree		32 27.8 18.5	83 72.2 70.9	115 39.7
Disagree		141 80.6 81.5	34 19.4 29.1	175 60.3
Column Total %		173 59.7	117 40.3	290 100.0

Corrected Chi Square = 78.04112 with 1 degree of freedom. Significance = .00001

Phi Coefficient = .52594

Pearson's r= .52594 Significance = .00001

78.04112 with 1 degree of freedom.

Section VII

"Does the club have minimums?"

As was shown in Table 9, of the eight clubs participating in the study, four operated at a loss. Insofar as many clubs might be financially distraught due to lack of sales, it became apparent to the author that this lacking might well be associated to some degree with whether or not the club maintained monthly minimums. The first analysis conducted of this variable was to determine if a relationship existed between the amount spent per month per member between clubs which had monthly minimums and those that did not. Table 59 reveals that the average amount spent per member at the clubs maintaining minimums was $95.48 whereas the figure was $90.71 in clubs with no minimums. Although sample size of clubs was small in comparison to the sample size of members, it is noteworthy to consider that a $4.97 per member deviation in amount spent per month when multiplied by an entire membership would make a sizeable difference in annual gross sales. Due to the small number of clubs involved, the researcher is not drawing a hard and fast conclusion based on the findings, but rather, that the subject deserves further investigation. In researching whether members would spend less at the club if minimums were eliminated, it was determined that of those members belonging to clubs maintaining minimums, 20% would spend less

Table 59. Crosstabulation of surveyed country club members' responses to the statements: "Does the club have minimums?" (Minim) with "How much money do you spend at the club per month?" (Spend)

Spend	Count / Row % / Col %	Minim Yes	No	Row Total %
$0-$20		0	14	14
		0	100.0	3.8
		0	7.2	
$20-$35		13	16	29
		44.8	55.2	7.8
		7.4	8.2	
$35-$50		22	26	48
		45.8	54.2	13.0
		12.5	13.4	
$50-$75		35	30	65
		53.8	46.2	17.6
		19.9	15.5	
$75-$100		26	21	47
		55.3	44.7	12.7
		14.8	10.8	
$100-$150		38	34	72
		52.8	47.2	19.5
		21.6	17.5	
More Than $150		42	53	95
		44.2	55.8	25.7
		23.9	27.3	
Column Total %		176	194	370
		47.6	52.4	100.0

Note: Midpoints of the amounts spent per month were used in computations to determine the average amounts spent.

if minimums were eliminated. (See Table 60).

Section VIII

"I would eat at the club more if it had better service."
and
"Tipping should be an option."

This section provides an insight into the attitudes of the club members completing the survey into the two subject areas listed above. Each of the items relates directly to the dining operations of the club. The first variable studied: "I would eat at the club more if it had better service," was researched to determine if an association might exist whereby if there were an increase in service, there would also be an increase in sales. Table 61 reveals that of the 340 members responding 27.9% agreed with the statement.

In testing whether the sufficiency of employees to handle member needs had an association with whether a member would eat at the club more if there were better service, it was determined that members felt there were sufficient employees on hand to handle member needs and that they would not eat at the club a significant amount more if there were better service. Table 62 reveals that this finding was statistically significant via a Raw Chi Square of 82.21476 with 25 degrees of freedom at the .00001 level and a Pearson's r of .18635 was significant at the .0003 level. As an addendum to this finding, 81.5% of those responding felt there were sufficient employees to handle member needs. (See Table 63). A review of the relationship between member

Table 60. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "Does the club have minimums?" (Minim) with "I would spend less money at the club if minimums were eliminated." (Mini)

Minim	Count Row % Col %	Mini Agree	Disagree	Row Total %
Yes		34 20.0 77.3	136 80.0 72.0	170 73.0
No		10 15.9 22.7	53 84.1 28.0	63 27.0
Column Total %		44 18.9	189 81.1	233 100.0

Table 61. Frequency distribution of surveyed country club members' responses to the statement: "I would eat at the club more if it had better service."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	21	6.2%	6.2%
Somewhat Agree	2	30	8.8%	15.0%
Slightly Agree	3	44	12.9%	27.9%
Slightly Disagree	4	32	9.4%	37.4%
Somewhat Disagree	5	59	17.4%	54.7%
Strongly Disagree	6	154	45.3%	100.0%
Total		340	100.0%	------

Mean = 4.588 Mode = 6.000 Median = 5.229

Table 62. Crosstabulation of surveyed country club members' responses to the statements: "I would eat at the club more if it had better service" (Service) with "There are sufficient employees to handle member needs." (Suff)

Service	Count / Row % / Col %	Suff: Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total%
Strongly Agree		3	2	3	2	4	6	20
		15.0	10.0	15.0	10.0	20.0	30.0	6.1
		18.8	8.7	13.0	5.7	4.3	4.3	
Somewhat Agree		2	0	4	3	15	6	30
		6.7	0	13.3	10.0	50.0	20.0	9.1
		12.5	0	17.4	8.6	16.3	4.3	
Slightly Agree		1	4	3	13	8	13	42
		2.4	9.5	7.1	31.0	19.0	31.0	12.8
		6.3	17.4	13.0	37.1	8.7	9.3	
Slightly Disagree		0	1	2	5	14	8	30
		0	3.3	6.7	16.7	46.7	26.7	9.1
		0	4.3	8.7	14.3	15.2	5.7	
Somewhat Disagree		2	7	3	6	23	15	56
		3.6	12.5	5.4	10.7	41.1	26.8	17.0
		12.5	30.4	13.0	17.1	25.0	10.7	
Strongly Disagree		8	9	8	6	28	92	151
		5.3	6.0	5.3	4.0	18.5	60.9	45.9
		50.0	39.1	34.8	17.1	30.4	65.7	

Table 62 (Cont'd)

Count / Row % / Col %	Suff Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree	Row Total%
Column Total %	16 4.9	23 7.0	23 7.0	35 10.6	92 28.0	140 42.6	329 100.0

Raw Chi Square = 82.21476 with 25 degrees of freedom. Significance = .00001

Pearson's r = .18635 Significance = .00001

Table 63. Frequency distribution of surveyed country club members' responses to the statement: "There are sufficient employees at the club to handle member needs."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	16	4.5%	4.5%
Somewhat Disagree	2	24	6.7%	11.2%
Slightly Disagree	3	26	7.3%	18.5%
Slightly Agree	4	38	10.6%	29.1%
Somewhat Agree	5	99	27.7%	56.9%
Strongly Agree	6	154	43.1%	100.0%
Total		357	100.0%	------

Mean = 4.798 Mode = 6.000 Median = 5.253

responses of whether or not they would eat at the club more if it had better service with whether they belonged to a club that operated at a loss last year showed that no significant relationship existed.

The second variable investigated in this section was: "Tipping should be an option." Table 64 shows that 59.5% of the respondents disagreed with the statement. An interesting observation was made by crosstabulating this variable with the responses of the members to the statement: "I would tip a smaller percentage at the club if automatic tipping were eliminated." 57% of those responding felt tipping should not be an option and would not tip a smaller percentage than the current automatic gratuity of 15% if it were an option. As an overall percentage, 85.5% stated they would not tip a smaller percentage regardless of their attitudes toward tipping being an option. The researcher found these results to be most noteworthy since they provide an alternative within clubs. By introducing or reinstating tipping as an option, an incentive system is provided for employees to increase the level of service rendered to the patrons. At the same time, the club management, through these results, can be relatively assured that tipping levels would remain similar to what they are currently. (See Table 65). As a trial, it is recommended that this system be tested and close scrutinization made to determine if a significant change has been made in both tipping levels and service provided by employees.

Table 64. Frequency distribution of surveyed country club members' responses to the statement: "Tipping at the club should be an option."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	96	25.9%	25.9%
Somewhat Agree	2	28	7.6%	33.5%
Slightly Agree	3	26	7.0%	40.5%
Slightly Disagree	4	19	5.1%	45.7%
Somewhat Disagree	5	33	8.9%	54.6%
Strongly Disagree	6	168	45.4%	100.0%
Total		370	100.0%	------

Mean = 3.997 Mode = 6.000 Median = 4.985

Table 65. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "Tipping at the club should be an option" (Tip) with "I would tip a smaller percentage at the club if automatic tipping were eliminated." (Auto)

Tip	Count / Row % / Col %	Auto: Agree	Auto: Disagree	Row Total %
Agree		26 22.0 55.3	92 78.0 33.3	118 36.5
Disagree		21 10.2 44.7	184 89.8 66.7	205 63.5
Column Total %		47 14.6	276 85.4	323 100.0

Corrected Chi Square = 7.45119 with 1 degree of freedom. Significance = .0063

Pearson's r = .161 Significance = .0019

Part IV

Frequency Distributions of Remaining Variables

The remainder of this chapter is devoted to providing the reader with an overview of the responses of the club members surveyed to the variables not previously discussed throughout the analysis phase of the investigation. The subject matter to be presented is informational in approach and accordingly, will not be treated with the same critical statistical analysis as was done in section III.

Table 66 represents the first variable to be examined in this section. It reveals member responses to the statement: "I would approve of a plan to allow non-members to use the club facilities at the normal guest rates on days when the club is closed to increase revenue for the club." 74.2% of those responding did not approve of such a program however, club members do want to have reciprocal agreements with other clubs. Table 67 confirms this finding by showing that 88.7% of the members want reciprocal arrangements with other clubs. Paralleling the findings registered in the responses of Table 66 are the members attitudes to the statement: "I joined a country club to get away from public facilities." Table 68 reveals that 68.2% of the respondents concurred with that statement. In short, it appears that the majority of club members have joined a club to get away from public facilities; do not wish to have the public be permitted to use the facilities of their club with the exception of their guests and members of other private

Table 66. Frequency distribution of surveyed country club members' responses to the statement: "I would approve of a plan to allow non-members to use the club facilities at normal guest rates on days when the club is closed to increase revenue for the club."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	220	60.9%	60.9%
Somewhat Disagree	2	32	8.9%	69.8%
Slightly Disagree	3	16	4.4%	74.2%
Slightly Agree	4	17	4.7%	78.9%
Somewhat Agree	5	34	9.4%	88.4%
Strongly Agree	6	42	11.6%	100.0%
Total		361	100.0%	------

Mean = 2.277 Mode = 1.000 Median = 1.320

Table 67. Frequency distribution of surveyed country club members' responses to the statement: "I would like my club to have a reciprocating arrangement with other private country clubs."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	29	8.6%	8.6%
Somewhat Disagree	2	3	.9%	9.5%
Slightly Disagree	3	6	1.8%	11.3%
Slightly Agree	4	40	11.9%	23.2%
Somewhat Agree	5	59	17.6%	40.8%
Strongly Agree	6	199	59.2%	100.0%
Total		336	100.0%	------

Mean = 5.065 Mode = 6.000 Median = 5.656

Table 68. Frequency distribution of surveyed country club members' responses to the statement: "I joined a country club to get away from public facilities."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	64	19.6%	19.6%
Somewhat Disagree	2	21	6.4%	26.0%
Slightly Disagree	3	19	5.8%	31.0%
Slightly Agree	4	51	15.6%	47.4%
Somewhat Agree	5	61	18.7%	66.1%
Strongly Agree	6	111	33.9%	100.0%
Total		327	100.0%	------

Mean = 4.092 Mode = 6.000 Median = 4.639

country clubs having a reciprocal agreement with their club.

In questioning members for the contributing reasons why they joined a club, it was determined as shown in Tables 69-73, 28.4% of those surveyed stated they joined a club for the prestige of being a member (Table 69); 90% joined the club for family recreation (Table 70); 72.4% joined because of the golf course (Table 71); 30.4% joined because of business entertainment reasons (Table 72); and 48.4% stated the distance from their home to the club was a factor considered in joining a club. (See Table 73)

Regarding the subject of prestige, many country clubs have increased their lines of men's and women's clothing and club memorabilia items in recent years. The author attributes the reason to an association of pride and prestige by bearing apparel with the name of a particular club. Consistent with the statistic previously cited that only 28.4% of the members joined the club for reasons dealing with prestige, 28.9% stated they wear clothing bearing the club emblem. (See Table 74)

One part of the survey was devoted to determining what would increase a member's patronization of the club. Tables 75 through 81 reveal the results of the members' responses to those statements. Table 75 reveals that 13.2% of the members responding would patronize the club more if it had more family oriented activities. Although a definite conclusion cannot be drawn, this finding is interesting when considering that 90% of the members stated that one of the reasons

Table 69. Frequency distribution of surveyed country club members' responses to the statement: "I joined a country club because of the prestige of being a member."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	182	55.0%	55.0%
Somewhat Disagree	2	34	10.3%	65.3%
Slightly Disagree	3	21	6.3%	71.6%
Slightly Agree	4	43	13.0%	84.6%
Somewhat Agree	5	35	10.6%	95.2%
Strongly Agree	6	16	4.8%	100.0%
Total		331	100.0%	------

Mean = 2.284 Mode = 1.000 Median = 5.656

Table 70. Frequency distribution of surveyed country club members' attitudinal responses to the statement: "I joined the club for family recreation."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	14	3.9%	3.9%
Somewhat Disagree	2	12	3.3%	7.2%
Slightly Disagree	3	10	2.8%	10.0%
Slightly Agree	4	46	12.8%	22.8%
Somewhat Agree	5	80	22.3%	45.1%
Strongly Agree	6	197	54.9%	100.0%
Total		359	100.0%	------

Mean = 5.109 Mode = 6.000 Median = 5.589

Table 71. Frequency distribution of surveyed country club members' responses to the statement: "The golf course was my primary reason in joining the club."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	55	16.7%	16.7%
Somewhat Disagree	2	22	6.7%	23.3%
Slightly Disagree	3	14	4.2%	27.6%
Slightly Agree	4	31	9.4%	37.0%
Somewhat Agree	5	32	9.7%	46.7%
Strongly Agree	6	176	53.3%	100.0%
Total		330	100.0%	------

Mean = 4.488 Mode = 6.000 Median = 5.563

Table 72. Frequency distribution of surveyed country club members' attitudinal responses to the statement: "I joined the club for business entertainment reasons."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	153	48.0%	48.0%
Somewhat Disagree	2	37	11.6%	59.6%
Slightly Disagree	3	32	10.0%	69.6%
Slightly Agree	4	39	12.2%	81.8%
Somewhat Agree	5	39	12.2%	94.0%
Strongly Agree	6	19	6.0%	100.0%
Total		319	100.0%	------

Mean = 2.470 Mode = 1.000 Median = 1.676

Table 73. Frequency distribution of surveyed country club members' responses to the statement: "Distance from my home to the club was a factor considered in joining a club."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	127	41.8%	41.8%
Somewhat Disagree	2	17	5.6%	47.4%
Slightly Disagree	3	13	4.3%	51.6%
Slightly Agree	4	30	9.9%	61.5%
Somewhat Agree	5	38	12.5%	74.0%
Strongly Agree	6	79	26.0%	100.0%
Total		304	100.0%	------

Mean = 3.237 Mode = 1.000 Median = 3.115

Table 74. Frequency distribution of surveyed country club members' attitudinal responses to the statement: "I wear clothes (shirts, sweaters, jackets etc.) bearing the club emblem."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	132	42.4%	42.4%
Somewhat Disagree	2	22	7.1%	49.5%
Slightly Disagree	3	20	6.4%	55.9%
Slightly Agree	4	47	15.2%	71.1%
Somewhat Agree	5	53	17.0%	88.0%
Strongly Agree	6	37	12.0%	100.0%
Total		311	100.0%	------

Mean = 2.929 Mode = 1.000 Median = 2.575

Table 75. Frequency distribution of surveyed country club members' attitudinal responses to the statement: "I would patronize the club more if it had more family oriented activities."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	124	44.3%	44.3%
Somewhat Disagree	2	33	11.8%	56.1%
Slightly Disagree	3	36	12.9%	68.9%
Slightly Agree	4	50	17.9%	86.8%
Somewhat Agree	5	18	6.4%	93.2%
Strongly Agree	6	19	6.8%	100.0%
Total		280	100.0%	------

Mean = 2.507 Mode = 1.000 Median = 1.985

they joined the club was for family recreation. The next area pursued was in determining if members would patronize the club more if it had entertainment. 34.4% of those responding stated they would. (See Table 76). A footnote to this finding is that 10 respondents wrote on their surveys that they wanted live entertainment at the club.

Racquetball has made a great impact in participating sports over the last five years. When asked if members would patronize the club more if it had racquetball courts, 34.1% stated they would. These results are found in Table 77. With the advent of games capable of being hooked up with television sets and the introduction of screen games such as "Pong" within cocktail lounges, etc., the researcher found it pertinent to investigate what (if any) market existed for this type of recreation within private country clubs to increase patronage. Table 78 reveals that only 8.8% of those responding would increase club usage by the introduction of the aforementioned screen games, whereas 14.1% would go to the club more if a large screen television were present. (See Table 79). Presumably, those responding affirmatively in this instance did so with the thought of watching sports events, since the promotion of such items at lounges and restaurants are geared to such events. 28.3% stated they would patronize the club more if it had a sauna. It must be noted here, as is revealed in Table 80, that the sample size for this statement was 237. 91 members stated that this premise was not applicable to them. It is presumed

Table 76. Frequency distribution of country club members' responses to the statement: "I would patronize the club more if it had entertainment."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	113	39.6%	39.6%
Somewhat Disagree	2	39	13.7%	53.3%
Slightly Disagree	3	35	12.3%	65.6%
Slightly Agree	4	41	14.4%	80.0%
Somewhat Agree	5	21	7.4%	87.4%
Strongly Agree	6	36	12.6%	100.0%
Total		285	100.0%	------

Mean = 2.740 Mode = 1.000 Median = 2.256

Table 77. Frequency distribution of surveyed country club members' responses to the statement: "I would patronize the club more if it had racquetball courts."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	153	56.0%	56.0%
Somewhat Disagree	2	20	7.4%	63.4%
Slightly Disagree	3	7	2.6%	65.9%
Slightly Agree	4	23	8.5%	74.4%
Somewhat Agree	5	17	6.2%	80.6%
Strongly Agree	6	53	19.4%	100.0%
Total		373	100.0%	------

Mean = 2.597 Mode = 1.000 Median = 1.392

Table 78. Frequency distribution of country club members' responses to the statement: "I would patronize the club more if it had pinball/computer games."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	211	77.3%	77.3%
Somewhat Disagree	2	22	8.0%	85.3%
Slightly Disagree	3	16	5.9%	91.2%
Slightly Agree	4	12	4.4%	95.6%
Somewhat Agree	5	4	1.5%	97.1%
Strongly Agree	6	8	2.9%	100.0%
Total		273	100.0%	------

Mean = 1.535 Mode = 1.000 Median = 1.147

Table 79. Frequency distribution of surveyed country club members' responses to the statement: "I would patronize the club more if it had a large screen television."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	160	60.8%	60.8%
Somewhat Disagree	2	22	8.4%	69.2%
Slightly Disagree	3	17	6.5%	75.7%
Slightly Agree	4	27	10.2%	85.9%
Somewhat Agree	5	16	6.1%	92.0%
Strongly Agree	6	21	8.0%	100.0%
Total		263	100.0%	------

Mean = 2.163 Mode = 1.000 Median = 1.322

Table 80. Frequency distribution of surveyed country club members' responses to the statement: "I would patronize the club more if it had a sauna."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	116	48.9%	48.9%
Somewhat Disagree	2	16	6.8%	55.7%
Slightly Disagree	3	10	4.2%	59.9%
Slightly Agree	4	28	11.8%	71.7%
Somewhat Agree	5	23	9.7%	81.4%
Strongly Agree	6	44	18.6%	100.0%
Total		237	100.0%	-------

Mean = 2.823 Mode = 1.000 Median = 1.656

that the majority of those falling into this category belonged to clubs already having such facilities. Although not pursued here, an appropriate follow-up would be to determine what percentage of the members afforded the use of a sauna at their club, do indeed use it.

The final question posed the members on this area was whether members would eat at the club more if it had better food. Table 81 shows that 46.9% of the members stated they would. As previously shown in Table 54, 38.4% of those surveyed would eat at the club more if menu prices were lower. These last two statistics are factors controlled by the club manager. It is here that food quality to be purchased is specified and also here that prices are determined. It is noteworthy that a significant portion of the members would patronize the club more if prices were lower or food quality higher; however, only the manager can determine if this market (if indeed it is a factual one) can be penetrated by altering either of the two variables.

In line with this thought, members were asked if they felt the selection of menu items at the club was too limited. 34.2% of those responding agreed with this. (See Table 82). It has been the experience of the researcher that those clubs having too extensive menus have also operated at a loss. This in no way is to suggest that of a rule as opposed to an exception. Rather, it has been an indicator of poor management. The philosophy of most successful restauranteurs is to sell what the consumer will order and

Table 81. Frequency distribution of surveyed country club members' responses to the statement: "I would patronize the club more if it had better food."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	112	36.5%	36.5%
Somewhat Disagree	2	32	10.4%	46.9%
Slightly Disagree	3	19	6.2%	53.1%
Slightly Agree	4	52	16.9%	70.0%
Somewhat Agree	5	41	13.4%	83.4%
Strongly Agree	6	51	16.6%	100.0%
Total		307	100.0%	------

Mean = 3.101 Mode = 1.000 Median = 3.000

Table 82. Frequency distribution of surveyed country club members' attitudinal responses to the statement: "The selection of menu items at the club is too limited."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	45	12.3%	12.3%
Somewhat Agree	2	35	9.6%	21.9%
Slightly Agree	3	45	12.3%	34.2%
Slightly Disagree	4	46	12.6%	46.8%
Somewhat Disagree	5	76	20.8%	67.7%
Strongly Disagree	6	118	32.3%	100.0%
Total		365	100.0%	------

Mean = 4.170 Mode = 6.000 Median = 4.651

maintain few speciality items. This philosophy is echoed by the researcher and recommended for most clubs. By adherring to such, there will be less food spoilage and less refrigeration needs. Both are cost savers. Periodic counts of what is being ordered by members and an occassional questionnaire will assist in determining a proper menu mix suitable for each establishment.

The following five tables reveal member attitudes regarding service at the club and favoritism on the part of employees and managers. Table 83 shows 34.3% of the members felt that while a guest at another country club, they did not receive the same level (or greater) service and courtesy that they got at their own club. To the statement: "Whenever I need a waitress, there are none around," 22% of the members agreed. (See Table 84). Consistent with this finding as reported earlier, is that 18.5% of those responding felt there were insufficient employees to handle member needs. Regarding favoritism, 38% stated that employees show favoritism (Table 85) while 19.7% said they felt the manager showed favoritism to some of the members. (See Table 86). In contrast, and as indicated in Table 87, 91.3% of the members felt that their managers were responsive to their needs. It is to be recognized that all of the members in the club cannot be pleased. Differences in personalities alone prohibit that. However, 38% of the members feel employees show favoritism; this is inexcusable in a business where all members are customers and all customers

Table 83. Frequency distribution of surveyed country club members' attitudinal responses to the statement:"I am afforded the same level (or greater) service and courtesy when a guest at another club (from the employees) as I receive at my own club."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	47	14.8%	14.8%
Somewhat Disagree	2	27	8.5%	23.3%
Slightly Disagree	3	35	11.0%	34.3%
Slightly Agree	4	50	15.7%	50.0%
Somewhat Agree	5	71	22.3%	72.3%
Strongly Agree	6	88	27.7%	100.0%
Total		318	100.0%	------

Mean = 4.053 Mode = 6.000 Median = 4.500

Table 84. Frequency distribution of surveyed country club members' attitudinal responses to the statement: "Whenever I need a waitress, there are none around."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	14	3.9%	3.9%
Somewhat Agree	2	19	5.3%	9.2%
Slightly Agree	3	46	12.8%	22.0%
Slightly Disagree	4	40	11.1%	33.1%
Somewhat Disagree	5	90	25.1%	58.2%
Strongly Disagree	6	150	41.8%	100.0%
Total		359	100.0%	------

Mean = 4.735 Mode = 6.000 Median = 5.172

Table 85. Frequency distribution of surveyed country club members' attitudinal responses to the statement: "Favoritism is shown by employees at the club to some members more than others."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	21	5.9%	5.9%
Somewhat Agree	2	43	12.1%	18.0%
Slightly Agree	3	71	20.0%	38.0%
Slightly Disagree	4	39	11.0%	49.0%
Somewhat Disagree	5	73	20.6%	69.6%
Strongly Disagree	6	108	30.4%	100.0%
Total		355	100.0%	------

Mean = 4.194 Mode = 6.000 Median = 4.548

Table 86. Frequency distribution of surveyed country club members' responses to the statement: "Favoritism is shown by the manager to some members."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	12	3.5%	3.5%
Somewhat Agree	2	21	6.2%	9.7%
Slightly Agree	3	34	10.0%	19.7%
Slightly Disagree	4	22	6.5%	26.2%
Somewhat Disagree	5	57	16.8%	42.9%
Strongly Disagree	6	194	57.1%	100.0%
Total		340	100.0%	------

Mean = 4.979 Mode = 6.000 Median = 5.624

Table 87. Frequency distribution of surveyed country club members' responses to the statement: "The club management is responsive to the needs of the members."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	8	2.2%	2.2%
Somewhat Disagree	2	10	2.7%	2.7%
Slightly Disagree	3	14	3.8%	8.7%
Slightly Agree	4	34	9.3%	18.0%
Somewhat Agree	5	96	26.2%	44.1%
Strongly Agree	6	205	55.9%	100.0%
Total		367	100.0%	------

Mean = 5.221 Mode = 6.000 Median = 5.605

are equal. This investigation will not pursue this finding further. It is a matter which can and must be controlled by club managers or, the club will suffer the consequences of potential non-usage and lost sales by those not receiving preferential treatment.

The final areas to be discussed are listed in Tables 88 through 91. The statements affiliated with each were posed to members to determine current thought trends for each of the items. Table 88 indicates that 79.6% of the members felt they should be allowed to carry their own golf clubs on the golf course as opposed to being required to take a caddy or an electric/gas golf cart. As previously reported, 7 out of 8 clubs participating in this investigation permit their members to carry their own clubs. A random telephone survey of 10 private country clubs in Pittsburgh, Pennsylvania, revealed that 8 out of 10 clubs did not allow their members to carry their own clubs.

Throughout their history, country clubs have catered predominantly to men. Women have not been permitted to use the golf course until after a certain time of the day and, in some instances, not at all. Table 89 reveals that 91.3% felt that women were given ample time to use the facilities of the club. Since the survey responses were completed predominantly by males, the researcher performed a cross-tabulation to determine how each sex responded to the statement. Table 90 shows that 93.9% of the males felt women were afforded ample time to use the facilities whereas 77.6%

Table 88. Frequency distribution of surveyed country club members' responses to the statement:"Club members should be permitted to carry their own golf clubs."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	37	14.2%	14.2%
Somewhat Disagree	2	7	2.7%	16.9%
Slightly Disagree	3	9	3.5%	20.4%
Slightly Agree	4	13	5.0%	25.4%
Somewhat Agree	5	29	11.2%	36.5%
Strongly Agree	6	165	63.5%	100.0%
Total		260	100.0%	------

Mean = 4.865 Mode = 6.000 Median = 5.712

Table 89. Frequency distribution of surveyed country club members' attitudinal responses to the statement: "Women are given ample time to use the facilities at the club."

Attitide	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Disagree	1	8	2.2%	2.2%
Somewhat Disagree	2	9	2.5%	4.8%
Slightly Disagree	3	14	3.9%	8.7%
Slightly Agree	4	23	6.5%	15.2%
Somewhat Agree	5	73	20.5%	35.7%
Strongly Agree	6	229	64.3%	100.0%
Total		356	100.0%	------

Mean = 5.334 Mode = 6.000 Median = 5.723

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Table 90. Crosstabulation of surveyed country club members' responses to the dichotomized variables/statements: "Women are given ample time to use the facilities at the club" (Time) with "What is your sex?" (Sex)

Sex	Count Row % Col %	Time Disagree	Agree	Row Total %
Male		18 6.1 58.1	278 93.9 86.1	296 83.6
Female		13 22.4 41.9	45 77.6 13.9	58 16.4
Column Total %		31 8.8	323 91.2	354 100.0

of the women surveyed felt the same.

The review of literature chapter in this study indicated the high cost of being a member of a country club. To that end, the members were asked if they felt their dues were too high. Surprisingly, only 25% felt they were. (See Table 91.

Table 91. Frequency distribution of surveyed country club members' responses to the statement: "Dues at the club are too high."

Attitude	Code	Absolute Frequency	Relative Frequency	Cumulative Frequency
Strongly Agree	1	17	4.7%	4.7%
Somewhat Agree	2	18	5.0%	9.7%
Slightly Agree	3	55	15.3%	25.0%
Slightly Disagree	4	49	13.6%	38.6%
Somewhat Disagree	5	61	16.9%	55.6%
Strongly Disagree	6	160	44.4%	100.0%
Total		360	100.0%	------

Mean = 4.664 Mode = 6.000 Median = 5.172

CHAPTER V

SUMMARY AND CONCLUSIONS

Summary

The purpose of this study was to investigate private country club member attitudes relative to varying aspects, so as to provide club managers with an instrument to compare responses of members of their own club. A second goal was to reveal the value of surveying members by providing information relative to the market investigated which, in this study, was comprised of country clubs in the States of Indiana and Ohio. To accomplish this, the researcher surveyed members of private clubs from each of the two states. The clubs participating in the study were selected from among those whose managers attended the Spring, 1978, meeting of the Ohio Valley Chapter of the Club Managers Association of America. The clubs participating from Ohio were: Belmont Hills, Greene, Miami Valley, and Walnut Grove; while the representatives from Indiana were: Lafayette, Tippecanoe Lake, Evansville, and Terre Haute. From these clubs, there were a total of 380 members completing the survey.

The primary instrument used to elicit data was a survey containing two parts. Part I solicited demographic

data, club patronage information and approximate costs of membership. Part II contained statements employing the Likert 6 point agree/disagree rating scale. The secondary source of data in the investigation was a questionnaire completed by the managers of the participating clubs, pertinent to the operations of their clubs.

The data analysis segment of the investigation included: frequency distributions, crosstabulations of variables, Pearson r correlational analysis, Chi square and Phi coefficient. All statistical computations performed throughout the study were conducted by using the Statistical Package for the Social Sciences (SPSS) in the Purdue University Computer Center.

A recapitulation of the investigation's demographic findings reveals that the majority of the respondents were: male, married, between the ages of 44 and 62, had attended college and had an average income of $59,735.77. Of the many member attitudes measured toward various aspects of the country club, it was found that 59% of the respondents stated that business entertainment was one of their reasons in joining a country club and that 40.7% of those would curtail activities at the club in the event that President Carter's proposal to eliminate deductibility of business entertainment was enacted.

In evaluating what percentage of the club members patronize the club professional for their golf/tennis equipment purchases, it was determined that 60.1% of the

respondents do so. Noteworthy, here, was the fact that 52.7% stated that they buy from the club professional, even knowing that the club's prices were higher. In attempting to determine the percentage of members who would purchase more merchandise from the club if prices were lower, 60.8% stated they would.

A review of menu prices revealed that 73.1% of the members felt they were satisfactory, but 38.4% would eat at the club more often if prices were lower. In testing income levels with tendencies to eat more often at the club if prices were lower, 46% of those earning less that $50,000. would do so, while 29.3% in income brackets above $50,000. would do such.

The subject of service was investigated to determine if an increase in the level of service provided by employees might affect patronage at the club. 27.9% of those surveyed stated they would eat at the club more often if there was better service.

Tipping at country clubs has virtually been nonexistent since most clubs automatically add a gratuity of 15% to every bill. In that regard, the researcher sought to determine whether members wished to have the option of tipping employees based on the level of service provided. 59.5% of those responding did not want the option of tipping, and 85.5% stated they would not tip a smaller amount if it were an option. The author's contention

is that, by permitting members to determine gratuity levels based on service provided, an incentive exists for employees to increase performance and simultaneously reap potential increases in gratuities. There must be close monitoring of this method to assure employees earnings are not jeopardized.

Conclusions

The job of a private country club manager is a most arduous one. It entails usually six days of work per week (sometimes seven) with perhaps double the average numbers of work hours. The occupation is a most mobile one. The tenure of a manager at a club usually ranges from 1-2 years to 6-7 years. Managers, because of their frequent job changes, are faced with the continual task of identifying the characteristics of the market they serve. The tool most readily available to discern such is the maintainence of accurate records. Unfortunately, not all managers do this. But, even if they did, the statistics available would relate only to the past... not the present or the future. The hospitality industry is one which constantly changes. Consumers are daily being introduced to new concepts of food marketing and preparation. Accordingly, the demands of consumers are in constant flux.

This requires country club managers to be atuned to member wants, likes and dislikes. The attitudinal

survey is a most progressive means to determine this, since it can be tailored to suit the needs of the specific organization. Further, as portrayed in Chapter II of the investigation, it can be a good indicator of consumer behavior.

The objectives established in Chapter I of this thesis were accomplished to varying degrees. The investigation has clearly provided an instrument for identifying problem areas within clubs and has ascertained member attitudes toward services provided. The attempt to identify services which would attract the members to patronize the club more fully was successful insofar as the survey provided member attitudes relative to the introduction of services listed. However, the value of the results obtained must be evaluated on the basis of relativity, i.e. what percentage of those responding would patronize the club more often with the introduction of the changed item as opposed to stating what items (with their introduction) would facilitate an increase in club patronage. The final objective of the study met with marginal success in the eyes of the researcher. The attempt to identify member reasons for joining country clubs was incomplete of and by itself. However, the information obtained within this category, when crosstabulated with demographic information and member responses to other attitudinal statements, was most valuable.

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APPENDICES

Survey Instructions: Please mark an "X" through the number which reflects your answer. Although some of the information requested may seem personal, in no way can you be identified by your answers. In that regard, do not put your name on the survey.

1. What is your sex? (1) Male (2) Female

2. What is your age? (1) 25 & Below (2) 26-34 (3) 35-43 (4) 44-52 (5) 53-62 (6) 63-73 (7) Above 73

3. What is your marital status? (1) Single (2) Married

4. What is your occupation? (1) Professional or technical (2) Manager or Administrator (3) Sales (4) Clerical (5) Craftsman (6) Laborer (7) Transport equipment operator (8) Operative, except transport (9) Farmer (10) Service worker

5. What is your level of education? (1) Below High School (2) High School (3) College-no degree (4) Bachelors degree (5) Masters degree (6) Ph. D.

6. How far do you live from the club? (1) 0-2 miles (2) 2-5 miles (3) 5-10 miles (4) 10-20 miles (5) More than 20 miles

7. What are your monthly dues at this club? (1) 0-$20 (2) $20-$35 (3) $35-$65 (4) $65-$100 (5) $100-$150 (6) $150-$250 (7) Above $250

8. How many years have you been a member of this club? (1) 0-2 years (2) 2-5 years (3) 5-10 years (4) 10-20 years (5) More than 20 years

9. What is your approximate annual income? (1) Less than $10000 (2) $10,000-$20,000 (3) $20000-$35,000 (4) $35,000-$50,000 (5) $50,000-$75,000 (6) $75,000-$100,000 (7) Above $100,000

10. How often do you eat at the club per month? (1) 0 (2) 1-2 times (3) 3-4 times (4) 5-6 times (5) 7-8 times (6) More than 8 times

11. In season, how often do you play golf per week at the club? (1) 0 (2) Once (3) Twice (4) Three times (5) Four times or more

12. In season, How many times per week do you play tennis? (1) 0 (2) 1 (3) 2 (4) 3 (5) 4 or more times

13. How many times per week do you use the swimming pool? (1) 0 (2) 1 (3) 2 (4) 3 (5) 4 or more times

14. How much was your initiation fee with this club? (1) Under $300 (2) $300-499 (3) $500-749 (4) $750-999 (5) $1000-1499 (6) $1500-1999 (7) $2000-2999 (8) $3000-4999 (9) $5000 or more

15. How much money do you spend at the club per month (excluding dues)? (1) 0-$20 (2) $20-$35 (3) $35-50 (4) $50-75 (5) $75-100 (6) $100-150 (7) More than $150

16. What are you entitled to use at the club? (Check those applicable) (1) Clubhouse (2) Golf (3) Tennis (4) Pool (5) All facilities

The following section of the survey is an attitudinal questionnaire. Mark an "X" in the answer which reflects your feelings toward the thought conveyed in each statement.

STATEMENT	RESPONSE						
	Not Applicable	Strongly Agree	Somewhat Agree	Slightly Agree	Slightly Disagree	Somewhat Disagree	Strongly Disagree
1. I will curtail my activities at the club if President Carter's tax reform regarding the deductibility of business entertainment is passed.	0	1	2	3	4	5	6

STATEMENT		RESPONSE						
		NOT APPLICABLE	STRONGLY AGREE	SOMEWHAT AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
2.	There are too many members at this club.	0	1	2	3	4	5	6
3.	I buy the majority of my golf/ tennis equipment from the club pro.	0	1	2	3	4	5	6
4.	The golf course was my primary reason in joining this club.	0	1	2	3	4	5	6
5.	Menu prices at the club are too high.	0	1	2	3	4	5	6
6.	Favoritism is shown by the manager to some members.	0	1	2	3	4	5	6
7.	Distance from my home was a factor considered in joining this club.	0	1	2	3	4	5	6
8.	I am afforded the same level (or greater) service & courtesy when a guest at another club as I receive at my own club.	0	1	2	3	4	5	6
9.	The selection of menu items at the club is too limited.	0	1	2	3	4	5	6
10.	Prices of sporting equipment (i.e. golf: clubs, shoes, shirts; tennis: rackets, outfits etc.) are more expensive than can be obtained at local stores...for the same items.	0	1	2	3	4	5	6
11.	Swimming pool facilities are adequate and of sufficient size.	0	1	2	3	4	5	6
12.	The option of tipping club employees should be left to the club member as opposed to automatic gratuities.	0	1	2	3	4	5	6

STATEMENT		RESPONSE						
		NOT APPLICABLE	STRONGLY AGREE	SOMEWHAT AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
13.	Getting away from public facilities was my reason in joining a country club.	0	1	2	3	4	5	6
14.	Favoritism is shown by employees to some members more than others.	0	1	2	3	4	5	6
15.	Members should be authorized the option of carrying their own golf clubs rather than taking a caddy or electric/gas cart.	0	1	2	3	4	5	6
16.	I joined the club mainly for family relaxation and recreation.	0	1	2	3	4	5	6
17.	The management of the club is responsive to the needs of the members.	0	1	2	3	4	5	6
18.	Women are given sufficient time to use the facilities of the club.	0	1	2	3	4	5	6
19.	I would eat at the club more if prices were lower.	0	1	2	3	4	5	6
20.	I joined a country club because of the prestige of being a member.	0	1	2	3	4	5	6
21.	I would like my club to have a reciprocating arrangement with other private country clubs.	0	1	2	3	4	5	6
22.	I would eat at the club more often if the service were better.	0	1	2	3	4	5	6
23.	I wear clothes (shirts, sweaters, jackets etc.) bearing the club emblem.	0	1	2	3	4	5	6

STATEMENT		RESPONSE						
		NOT APPLICABLE	STRONGLY AGREE	SOMEWHAT AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
24.	Parking facilities are adequate to support club members without creating inconveniences.	0	1	2	3	4	5	6
25.	I would buy more merchandise from the club if prices were lower.	0	1	2	3	4	5	6
26.	I joined the club primarily for business entertainment.	0	1	2	3	4	5	6
27.	I would tip employees at the club a smaller percentage if automatic tipping weren't in effect.	0	1	2	3	4	5	6
28.	Whenever I need a waitress, there is none around.	0	1	2	3	4	5	6
29.	There are sufficient employees to handle member needs.	0	1	2	3	4	5	6
30.	I would patronize the club more if it had:							
	Racketball/Handball Courts	0	1	2	3	4	5	6
	Sauna	0	1	2	3	4	5	6
	Large Screen T.V.	0	1	2	3	4	5	6
	Pinball/Computer Games	0	1	2	3	4	5	6
	Better Food	0	1	2	3	4	5	6
	Lower Prices	0	1	2	3	4	5	6
	Entertainment	0	1	2	3	4	5	6
	More family oriented activities	0	1	2	3	4	5	6
	Better Service	0	1	2	3	4	5	6

STATEMENT		RESPONSE						
		NOT APPLICABLE	STRONGLY AGREE	SOMEWHAT AGREE	SLIGHTLY AGREE	SLIGHTLY DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
31.	I would rather have an increase in dues than have an increase in membership.	0	1	2	3	4	5	6
32.	I would approve of a plan to allow non-members use the facilities at the normal guest rates on days when the club is closed to increase revenue for the club	0	1	2	3	4	5	6
33.	I would spend less money at the club if minimums were eliminated.	0	1	2	3	4	5	6
34.	Dues are too high at this club.	0	1	2	3	4	5	6

This completes the questionnaire. Please tear off the explanatory letter and enclose only the survey in the stamped self-addressed envelope provided and mail it at your earliest convenience. Thank you. E.A.U.

PURDUE UNIVERSITY
DEPARTMENT OF RESTAURANT, HOTEL AND INSTITUTIONAL MANAGEMENT

APPENDIX B

1. How many members are there in the club? _____
2. Does the club have automatic tipping? (i.e. tip included in the bill) _____
3. Ifyes to #2, what percentage tip is automatically added to each check? _____
4. Does the club have monthly/quarterly minimums? _____
5. If yes to #4, what is the amount? _____
6. Are caddies/golf carts mandatory? _____
7. Does a reciprocity arrangement exist with other country clubs? _____
8. Did the club operate in the red last year? _____
9. What are the total # of employees within the club? _____

RHI
West Lafayette, Indiana 47907
(317) 749-2781

APPENDIX C

PURDUE UNIVERSITY
DEPARTMENT OF RESTAURANT, HOTEL AND INSTITUTIONAL MANAGEMENT

Dear Country Club Member:

As a graduate student within the School of Consumer and Family Sciences at Purdue University, I am conducting the enclosed survey. As a part of my thesis, this will partially fulfill the requirements for the degree of Master of Science in the field of Restaurant, Hotel & Institutional Management.

The purpose of this research is to analyze attitudes and behaviors of members of private country clubs within the states of Indiana, Kentucky and Ohio. The benefits to be derived are: to identify the market comprising the membership of private country clubs in the cited area; to ascertain changes/trends developing in country clubs; to determine member levels of satisfaction and attitudes about various aspects of their club; and, to assist club managers in identifying problem areas within their clubs which might be contributing factors to low membership use of the facilities.

Your participation in this study is of course voluntary. In no way can you be identified from the information provided and, in that regard, please do not identify yourself anywhere on the survey. Upon completion of the survey, please mail it in the self-addressed envelope provided. Should you decide not to complete the survey, kindly return it to the club manager.

Upon completion of the analysis phase of this investigation, a copy of the results relative to your club and one of the composite review of all clubs participating will be furnished to the manager of your club.

Your anticipated assistance in completing the survey is deeply appreciated.

Gratefully yours,

Edward A. Urben

R H I
West Lafayette, Indiana 47907
(317) 749-2781

APPENDIX D

425-2243

3610 STRINGTOWN ROAD
EVANSVILLE, INDIANA 47711

May 1, 1978

DEAR MEMBER:

The Board of Directors has approved the enclosed Survey Request by Ed Urben of Purdue University, who is writing his Master's Degree thesis on Private Country Club Operations.

The Results of his Survey will be furnished Evansville Country Club, and his data will serve as very valuable management information for use by our Country Club.

Please take the time to complete the Survey and return same to Mr. Urben in his self-addressed stamped envelope enclosed herewith. Do not sign your name or address, as it is not necessary.

Sincerely,

DONALD G. ESTRIDGE,
MANAGER

DGE/eg