

**Factors that Contribute to Job Tenure of Upper Management  
in the Private Clubs of Illinois, Minnesota, and Wisconsin**

by

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**ABSTRACT**

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Factors that Contribute to Job Tenure of Upper-Management in the Private Clubs of  
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The literature suggests that turnover in the hospitality industry exists continuously at epidemic levels. Furthermore, the private club industry is a business best known for its turnover. According to Hume, “the turnover rate of private club managers is higher than any other managerial segment” (Hume, 1981). However, there is a lack of current information on turnover in the private club segment of the hospitality industry. Even though clubs have existed for hundreds of years, there has been no concerted effort in researching the topic nor have any theories been developed to help initiate this effort. The ability to deal with the issue of retention could be the difference between whether a business or club succeeds or fails.

From a practical viewpoint, turnover is costly by virtually any standard. The cost of turnover in the United States has been estimated at more than \$11 billion annually with

the average cost per job at 10 to 20 times the position's weekly wage rate. The majority of search companies, that specialize in the private club industry, charge twenty to thirty percent of the manager's first-year salary, which for general managers of private clubs is typically around \$100,000.

This study will determine the extent to which turnover of upper management in the private clubs of Illinois, Minnesota, and Wisconsin is a problem. The focus will be on organizational and personal factors that contribute to job tenure. This research will also identify the factors that contribute to job defection and measure factors that contribute to job satisfaction of upper management in the private clubs of Illinois, Minnesota, and Wisconsin. The intent is to provide a foundation by which private club managers and search committees of private clubs will be assisted in making their current and future employment decisions.

The literature review includes the following sections: a review of published research on the private club industry, a review of unpublished research concerning the private club industry, a review of psychological research on factors that contribute to job tenure, and an analysis of factors that affect job satisfaction. Two hundred and seventeen surveys were mailed on November 1, 1999, and 137 usable surveys were returned for a 63 percent response rate.

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## **Chapter One**

### **Introduction**

According to John Sibbald, Publisher of the Club Leaders Forum and President of John Sibbald and Associates, a search company that specializes in the private club industry, the private club industry is a, “business best known for its turnover” (Club Leaders Forum, 1998, p.2). The turnover rate of private club managers is higher than any other managerial segment (Hume, 1981). According to Hume, “more than other segments, they are more willing to change jobs if it meant more challenges for them to face, and they move more from club to club more frequently than anyone else” (Hume, 1981). Meyer stated that managerial turnover would increase at an increasing rate (Meyer, 1981). Ware’s study of the private club industry in Wisconsin states, “54 percent of private club managers have been at their present club under five years” (Ware, 1995). Icenogle, Perdue, and Rue’s national research of 254 private clubs, on the other hand, states that, “70 percent were in their current position for at least four years” (Icenogle, Perdue, and Rue, 1995, p.10).

Eldon Miller has been the editor of “The Private Club Advisor” since 1990. “The Private Club Advisor” is a nationally circulated monthly business letter for club directors, officers, owners, and managers. Furthermore, he was the editor and publisher of the Club Management magazine from 1966-1989. According to a speech given by Miller in 1998, at a national club management conference, “one out of three club managers will not be in the club field in five years.” He continued by stating that, “club management turnover ranges from 20 to 23 percent annually” (Miller, 1998). According to a 1998 issue of “The Private Club Advisor,” “about one out of five managers left their club jobs last year. When making phone

calls on behalf of the newsletter during 1997, we found that 360 of 1,686 clubs (21.4 percent) had new managers. The turnover percentage has varied little in recent years. We found turnover of 21.3 percent in 1996 and 22.6 percent in 1995. The 1997 turnover percentages by type of club: golf/country, 24.2 percent; city, 18.8 percent; yacht, 16.9 percent; tennis/beach/swim/cricket, 15.4 percent; athletic, 11.1 percent” (The Private Club Advisor, January 18-19, 1998, p.1). Miller’s claims are supported by Kopplin’s estimations. Kopplin stated that, “the average tenure of a private club manager was two and a half to three years, and approximately thirty percent of the U.S. managers will change their position on an annual basis” (Kopplin, 1999).

From a practical viewpoint, turnover is costly by virtually any standard. The cost of turnover in the United States is estimated to be more than \$1 billion annually with the average cost per job at 10 to 20 times the position’s weekly wage rate (Jaffe, Almanza & Chen, 1994). According to Kopplin, the majority of search companies charge twenty to thirty percent of the manager’s first-year salary, which for general managers is typically around \$100,000 or \$20,000 to \$30,000. Even worse, the inefficiencies that a club incurs due to the lack of direction when the club is without a general manger can be estimated to cost \$5,000 to \$25,000 per month (Kopplin, 1999). To illustrate the costs associated with the turnover of private club mangers, the researcher has provided the following conservative example. If a club were without a general manager for six months the indirect costs or increased inefficiencies that would occur would range from \$30,000 to \$150,000, and the direct costs associated with the search and selection of the new manager would equate to approximately \$25,000. Thus, the total cost associated with turnover in this example would be \$55,000 to \$175,000.

Why does involuntary turnover in private club management occur? In a seminar given at Club Managers Association of America's 72<sup>nd</sup> world conference on club management, Tom Curtin spoke on this topic. According to Curtin, club managers lose their jobs largely for the following six reasons: lack of visibility, lack of financial background, lack of trust, lack of documentation, lack of innovation, and lack of morale (Curtin, 1999).

### Overview

Clubs are a development of a democratic society and city living. Historically, their formation has depended upon a benign government and a large class of people with time and money for getting together and sharing their common interests. Dating back to the ancient Greeks and Romans, clubs reached their finest flower in the 19<sup>th</sup> century Britain and blossomed ebulliently in the 20<sup>th</sup> century America (Young, 1966).

Social historians begin their account of clubs with the Greeks during the Age of Pericles (about 429 B.C.) when there were numerous political, commercial, and athletic associations. During the Roman Empire, Roman soldiers formed *Sodalitas*, especially in conquered lands. These are the ancestors of today's military clubs. The earliest well-known London club was the Mermaid Tavern, which was founded by Sir Walter Raleigh early in the 17<sup>th</sup> century as a regular gathering of politicians and literary luminaries including William Shakespeare. During the 18<sup>th</sup> century, the number of clubs in and around London increased dramatically. The royal and ancient golf club at St. Andrews, Scotland, known as the home of golf, was founded in 1758. Only a half-dozen clubs had private houses solely for club purposes at the beginning of the 19<sup>th</sup> century. However, by the end of the 19<sup>th</sup> century, there were 100 clubs with a total membership of 80,000. American clubs were formed as urban growth brought together a substantial number of people who shared common interests and leisure time

activities. City athletic clubs and country clubs became more numerous in America than they were in England (Young, 1966).

By the early 20<sup>th</sup> century, country clubs were well established near every major American city and in every fashionable resort. As the suburbs expanded in the 1920's, country clubs functioned more and more as the social centers of their communities. Clubs organized regular dances, tea parties, and young people's parties to attract their members beyond the usual sporting and leisure activities. This, of course, reinforced the tendency of upper-class families to marry within one ethnic and income level and strengthened or increased the private clubs already stringent membership policies and practices. By 1929, there were 4,500 country clubs in the United States. However, the Great Depression greatly reduced many Americans' disposable income and thus the number of private clubs. The Second World War, on the other hand, greatly reduced the number of clubs by shrinking the available work force for the very labor-intensive maintenance that club facilities require. The number of country clubs in America did not again reach the 1929 figure until the 1970's. The country club has had a profound effect on the development of American society and on the most dynamic part of the American social scene in the 20<sup>th</sup> century, the suburbs (Gordon, 1990). Today, there are more than 12,000 private clubs in the United States (Perdue & Kent, 1995).

Two new types of clubs started after the Second World War. They include proprietary clubs, which are profit-making businesses, and company clubs that are owned by a given company or their employees and limited to their use. An example of a company club is Tartan Park Golf Club in Lake Elmo, Minnesota. According to Dennis Garin, General Manager of Tartan Park Golf Club and President of the Upper Midwest Chapter of CMAA, Tartan Park is owned by the employees of Minnesota Mining and Manufacturing, more

widely known as 3M, which provides a vast array of leisure activities to their employees. Some of the leisure activities that are offered through 60 activity leagues include archery, volleyball, softball, ice hockey, and bocce ball. The club also offers 27 holes of golf, 12 tennis courts, a wellness program complete with fitness walks and blood drives, and a discount ticket program that includes approximately 70 merchants from car lubrication to hard-to-find Vikings tickets. Tartan Park has given 3M a distinct advantage in the area of human resources, recruiting, and employee moral and led to the company being named as one of the best American companies to work for (Garin, 1999).

Proprietary clubs, on the other hand, grew to more than 200 by the early 1960's. The Club Corporation of America, also known as ClubCorp, is the world's largest owner, developer, and operator of golf courses and private clubs in the country with assets of \$1.4 billion and an international collection of more than 250 premier properties. One of ClubCorp's properties is Pinehurst, which is the world's largest golf resort and site of the 1999 U.S. Open ([www.clubcorp.com](http://www.clubcorp.com)).

What are the current challenges that the private club industry faces? Legislation is definitely one area that has greatly affected the club industry. During the late 80's, changing tax legislation forced many companies to stop covering their mid- and upper-level executives' membership dues as legitimate business expenses (Lowes, 1992). As a result, many individuals dropped one or more of their club memberships. In most instances, it was the city club memberships that were dropped (Barrows, 1994). Other trends in the club industry identified by Barrows include economic difficulties that have affected the number of members who join and/or remain members; the aging of the population that affects the makeup of memberships, leaving a smaller pool of potential young members to replace the

older members; and the legal environment that has changed to such an extent that the very existence of certain private clubs is in jeopardy.

What are the day-to-day challenges that managers of private clubs frequently encounter? Norm Spitzig is the General Manager of BallenIsles Country Club in Palm Beach Gardens, Florida. He is a past President of CMAA, one of only eight Master Club Managers, and the Senior Contributing Editor to a newsletter called “The Club Leaders Forum.” According to an article written by Spitzig in “The Club Leaders Forum,” there are ten challenges or difficult situations that many managers of clubs frequently encounter.

1. “Even at the most prestigious and dignified of private clubs, there are those members who don’t always play by the rules.”
2. “Unfortunately, there are still far too many private clubs that are micro-management-aholics.”
3. “Achieving the established financial goals of the club and satisfying the various wants and desires of the individual members are, as often as not, incompatible.”
4. “One of the most difficult challenges a club manager faces is balancing the often inconsistent and contradictory directives given him or her by members of the governing board.”
5. “All too often club managers have failed, not because of anything that they specifically did or failed to do, but because the specific expectations of them by club governing boards were either not well defined and/or not clearly communicated.”
6. “Unfortunately, club managers tend to hear from members far more often when there is a perceived problem than when things are going as they should. As a result, less than emotionally hardy managers may, over time, begin to question their performance and perhaps even their very self-worth.”
7. “Some members do things at their club and behave in ways that they would never do or get away with elsewhere. This forces management to spend a disproportionate part of their time as rules policemen.”
8. “In my twenty-five years in the club management profession, I have never witnessed a more difficult time for private clubs in which to attract and retain top quality staff.”
9. “The expectations of some members have been, are, and will continue to be unrealistic.”

10. “When club leadership mistakenly assumes or is led to believe that their manager’s primary and/or sole responsibility is narrowly limited” (Club Leaders Forum, 1998, p.4-6).

In the same issue of “The Club Leaders Forum,” three prominent general managers were asked to identify their clubs’ biggest challenges. William A. Schulz, General Manager of Houston Country Club, Houston, Texas, and one of only eight Master Club Managers, responded by stating, “recruiting and retaining qualified staff.” Harry G. Richter, General Manager of the California Club, said, “as a city club manager, membership and financial stability are my number one concerns.” Stating almost the opposite, Christopher Borders, General Manager of Atlanta Athletic Club, stated, “managing our success! The economy, our demographics and our club’s reputation have all jelled in the past five years. We have become so active and busy we don’t want to sacrifice the private club image or overwhelm our membership” (Club Leaders Forum, 1998, p.8).

Why do people join private clubs? Membership in clubs fulfills a basic human need. The need to belong to some group or to someone or something is part of the human make-up, a theme occurring and recurring in the behavioral literature (McBeth, 1983). However, one of the prime motives for joining a private club is the attainment or perceived attainment of status. Along with the perceived feeling of status, membership in a private club brings a feeling of affluence, achievement, power, and intelligence. According to Dick Haugen, General Manager of North Oaks Golf Club and Vice President of the Upper Midwest Chapter of CMAA, “there are a variety of reasons that people join private clubs, but the main reason is the social aspects that are involved. These may be fulfilled through golf or social activities. In terms of a golfer, they know they will be able to get their preferred tee time. Membership in a private club also satisfies or fulfills a member’s ego. Members expect and know that the club’s employees will recognize them. This recognition and individualized service is

unavailable even at the most lavish public establishments. Lastly, when you join a private club, the club becomes an extension of your home. This provides a sense of security with the member regarding his or her family. The club becomes another family of like minded people” (Haugen, 1999).

### Private Club Management

Club management is one of the most challenging and demanding, both physically and psychologically, fields within the Hospitality Industry. Career, professional club managers are aware of these demands and willing to accept their fate. The reason for the willingness is twofold: First, a happy membership brings a great deal of personal satisfaction; and second, the financial remuneration is usually more than ample for the time and effort expended (Wood, 1976).

Clubs from ancient times required someone to handle business arrangements and to oversee service and maintenance. Early clubs in England and America employed stewards or secretaries to operate their quarters. These supervisory employees were responsible to the club officers, who were responsible for the club’s financial position. But as memberships grew and clubhouses acquired extensive grounds, a new type of managerial employee was needed (Young, 1966).

Today’s clubs are more complex and so is club management. Successful managers in the private club industry today must have a breadth of knowledge that spans management, psychology, economics, engineering, architecture, accounting, food technology, marketing, and law. Clubs can no longer be managed by stewards, secretaries, or favorite staff employees (McBeth, 1983).

The Club Managers Association of America, also known as CMAA, is the only professional association that represents private club managers. CMAA, according to Royce Chaney (former General Manager of Dallas' Northwood Country Club), got its start in 1921 when seven managers of Detroit clubs got together to discuss mutual problems. The national organization was officially launched in 1927 at a meeting held in Chicago, although CMAA holds its charter from the state of Michigan (Young, 1966).

Some of the services offered by CMAA include professional designations for its members who are able to complete a rigorous educational process; annual conferences, which focus on professional development; and a strong network, which is extremely beneficial for problem solving and locating potential career opportunities. CMAA members manage 3,000 private clubs, and this represents \$9.4 billion in revenues each year. CMAA managed clubs annually donate \$231 million to local charities and employ 268,000 people (Singerling, 1999). Clearly, the club industry plays an important role, both economically and otherwise, in communities throughout the United States.

The field of club management continues to gain more attention in hospitality programs, and club management is now recognized as a viable career path for students (Barrows, 1994). Furthermore, club managers now possess hospitality degrees in much greater numbers than ever before. In fact, according to James Singerling, the Executive Vice President of CMAA, "today 65 percent of club managers have a four-year degree, whereas only 23 percent of club managers had a four-year degree in 1989" (Singerling, 1999). Moreover, according to a survey of 4,029 CMAA members, 69 percent of managers have graduated from college, and 14 percent have completed some graduate work (Club Managers Association of America, 1997). Some hospitality programs are even moving toward establishing club management

concentrations in order to encourage entry into the field. In 1999, the University of Nevada Las Vegas became the first U.S. institute of higher education to offer a Masters degree in club management. CMAA, on a national and regional level, has offered increased financial support to students who choose a career in club management through scholarships.

Richard Kopplin is the President of Kopplin Search, Inc., which is considered by many club managers to be the premier headhunting company in the United States that specializes in the private club industry. According to Kopplin, one reason for the recent emphasis in club management is that the demand for club managers is strong. This is due to the increase in the number of developer-owned clubs coupled with the expansion in the number of golf clubs, and the emergence of club management companies that require professional managers for the properties that they acquire. The demand for club managers will continue to remain strong for the next five to ten years, because the golf economy is stronger than most people realize. In short, the private club industry is expanding faster than the available talent pool (Kopplin, 1999).

#### Club Management Research

One area where the club industry is deficient is in the area of published research in academic journals. In fact, the majority of the research in hospitality journals is myopic and merely focuses on the restaurant industry or hotel industry, even though the hospitality industry is composed of many other segments that are equally deserving of researchers' attention. While hotels and restaurants may dominate the hospitality industry, they are not entirely representative of it. Barrows summarizes the lack of published research on the club industry when he states, "even though clubs have existed for hundreds of years, there has been no concerted effort in researching the area nor have any theories been developed to help initiate this effort" (Barrows, 1994, p.75).

### Need for the Study

The literature suggests that turnover in the hospitality industry is continuously at epidemic levels. Turnover in the hospitality industry has averaged 100 percent during the past ten years (Greenburg, 1987; Riehle, 1991, 1993, 1996, 1997). However, the turnover rate of private club managers is higher than any other managerial segment (Hume, 1981).

According to Hogan, “the ability to deal with the issue of retention could be the difference between whether a business operation succeed or fails” (Hogan, 1992, p.41). Moreover, there was an abundance of literature on turnover from the hospitality industry and industry in general, but very little research is available on any issue of concern to the private club industry. According to one researcher, “research on turnover in the private club industry is so rare as to be almost nonexistent” (McBeth, 1983, p.5). When approached by the researcher, the Badger, Greater Chicago, Illini, and Upper Midwest chapters of the Club Managers Association of America expressed an interest in researching their memberships in order to continue to address the issues of managerial job tenure.

This thesis will replicate a dissertation conducted by James M. McBeth from the College of Administration and Business at Louisiana Tech University in May of 1983. His study was sent out to 1,500 randomly selected CMAA members and focused on background and biographic factors, job content factors, and organizational factors. This study, on the other hand, will determine the extent to which turnover of upper management in the private clubs of Illinois, Minnesota, and Wisconsin is a problem. The focus will be on organizational and personal factors that contribute to job tenure. This will enable a comparison of McBeth’s antiquated findings to be conducted.

The intent of this research is to provide a foundation by which private club managers and search committees of private clubs will be assisted in making their current and future

employment decisions. Furthermore, this research is intended to assist club managers and search committees of private clubs in obtaining the correct match between a given manager and club. This research will provide a profile of long-tenured private club managers and factors that are inherent in private clubs that produce or attract long-tenured managers.

#### Statement of the Problem

Turnover costs the hospitality industry millions of dollars each year. Furthermore, turnover in the hospitality industry is and has been at epidemic levels. Even worse, the turnover rate of private club managers is higher than any other managerial segment (Hume, 1981). According to Miller, the turnover rate of club managers ranges from 20 to 23 percent annually (Miller, 1998). The direct and indirect costs associated with turnover of private club managers are staggering. According to Kopplin, the majority of search companies that specialize in the private club industry charge 20 to 30 percent of the manager's first-year base salary, which is typically around \$100,000. Thus, the direct costs associated with the search and selection of a new manager will range from \$20,000 to \$30,000. However, the indirect costs are even more alarming. Kopplin states that, "the inefficiencies that a club incurs, due to the lack of direction when a manager has left, can be estimated to range from \$5,000 to \$25,000 per month" (Kopplin, 1999).

The purpose of this study is to determine the extent to which turnover is a problem in the private club industry of Illinois, Minnesota, and Wisconsin as measured by their responses on a survey. The objectives for this study are to:

- 1). Determine the rate of upper-management turnover in the private clubs of Illinois, Minnesota, and Wisconsin.
- 2). Identify the organizational factors that lead to long-term employment of upper management in the private clubs of Illinois, Minnesota, and Wisconsin.

- 3). Determine biographic factors that contribute to job tenure of upper management in the private clubs of Illinois, Minnesota, and Wisconsin.
- 4). Investigate factors that contribute to job satisfaction of upper management in the private clubs of Illinois, Minnesota, and Wisconsin.

#### Assumptions of the Research

A few assumptions exist, which are apparent in this research. The researcher assumes the following three main assumptions: the managers will fill out the surveys in entirety, the surveys were answered honestly and in good faith, and the managers received and completed the surveys.

#### Delimitations and Limitations

The population from which the sample was taken was limited to those private club managers who belong to the Club Managers Association of America. However, there are many managers of private clubs who do not belong to the national association. This research was further delimited by excluding all clubs that do not qualify as being “private” as defined by the Club Managers Association of America.

For this study, a private club has been defined as either investor-owned or member-owned, either profit-making or nonprofit, and must meet the following requirements:

- 1). Applicants for the club membership must be passed upon and approved by a committee of club members.
- 2). Facilities may be owned or leased, but they must include regularly sustained food service under the control of the club.
- 3). Members must pay annual dues or assessments.

4). The actual daily management of activities must be under the supervision and control of a salaried manager, responsible only to the club's governing body or vested interest (Club Managers Association of America, 1977).

Additionally, like most social science research, this study relied on a research instrument that asked individuals their perceptions. The answers obtained are subject to two difficulties: (1) some of the respondents may not have expressed their true perceptions; (2) some respondents may not have known the real reasons for their behavior.

### Definitions

To create a more accurate understanding of research, the following definitions of key words and phrases have been included. The definitions are either formal definitions or author interpretations:

**Club Managers Association of America (CMAA)** -- A national organization whose mission is, "the advancement of the profession of club management by fulfilling the educational and related needs of its members" (CMAA's Confidential Yearbook, 1999-2000, p.5). The national organization is made up of 50 local or regional chapters.

**Local or Regional Chapter of CMAA** – A group of managers, retired managers, and interested parties affiliated with CMAA. This study involves four local or regional chapters of CMAA. The four chapters include: the Upper Midwest Chapter, which covers all of Minnesota, North Dakota, South Dakota, and extreme western Wisconsin; the Badger Chapter (or Wisconsin Badger Chapter), which covers the majority of Wisconsin; the Greater Chicago Chapter, which is the largest of the four spanning approximately 100 clubs in northern Illinois; and the Illini Chapter, which covers mid-state and southern Illinois.

**Perception** – A process by which individuals attend to incoming stimuli and translate such stimuli into a message indicating the appropriate response (Rosenberg, 1983).

**Private Club or Club Industry** -- These include many facilities that require membership or accompaniment by a member to gain access to and utilize the facility. Most of the private clubs in the United States are country clubs, golf clubs, and/or golf and country clubs; however, there are a substantial amount of city, business, yacht, military, company specific, and athletic clubs. Members use these facilities for their social and recreational activities.

## Chapter Two

### **Review of Related Literature**

This chapter comprises four sections. The chapter begins with a review of relevant research on the private club industry. The chapter continues by providing a review of literature on factors that contribute to tenure and turnover in the hospitality industry. This is followed by a review of psychological research on factors that contribute to job tenure. A theoretical framework for the concept of job satisfaction as it relates to job tenure concludes the chapter.

#### **Research on the Private Club Industry**

Club management continues to be neglected in the academic literature; furthermore, little research is available to the public of any issue concerning the private club industry. The researcher uncovered 21 different documents (journal articles, monographs, theses, and dissertations) that pertain to the private club industry. Because the main thrust of this research is job tenure and factors that contribute to or increase upper-management job tenure, the researcher included only the seven most relevant documents. Of the seven that have been included, five are journal articles, one is a dissertation, and one is a thesis. Three of the five journal articles were published in *Cornell Hotel and Restaurant Administration Quarterly*. The other two journal articles were published in *FIU Hospitality Review* and *Hospitality Education and Research Journal*. These articles will be presented in the order in which they were published, starting from the article that appeared in 1985 and proceeding to the present. Lastly, the dissertation and thesis will be examined.

The first article titled, “Why Club Managers Leave,” was written by McBeth and Mondy in 1985. The article begins by stating, “job turnover is higher among the managers of private

clubs than in any other managerial segment.” This study used multiple regression analysis to identify statistically significant differences between managers of short tenure (less than four years of employment at their previous club job) and managers of long tenure. McBeth’s findings can be used to identify changes that have occurred in the private club industry between 1983 and 1999. The 1983 study analyzed 85 items of which 32 were identified as being statistically significant. These 32 statistically significant variables explained 48 percent of the variance in employment tenure or turnover of private club managers. Some of the findings include:

1. “Of the survey respondents, 64 percent said they had spent four years or less at their last club job.”
2. “Managers who said they had derived greater personal satisfaction from their most recent previous club job showed longer tenure on that job.”
3. “Shorter-tenure managers most often said the job had required only moderate use of their skills.”
4. “Managers who found their jobs only moderately challenging were more likely to have short tenure.”
5. “Managers reporting moderate stress levels had longer tenure than those reporting little stress or great stress.”
6. “More autonomy was associated with longer tenure.”
7. “Managers allowed to participate in establishing policies and procedures tended to stay longer with the club.”
8. “Club managers whose responsibilities were clearly defined and who had considerable feedback on their performance (from the club president or board) also showed longer tenure.”
9. “Those who said some club members demanded preferential treatment tended to be shorter tenure.”
10. “Club managers who reported having more than a moderate amount of conflict with some members were likely to be of shorter tenure.”
11. “Not surprisingly, managers who felt they were underpaid showed shorter tenure than those who felt their salary was fair in light of their qualifications and the work required of them.”
12. “Benefits associated with shorter tenure included a shorter paid vacation and limitations on family use

of club facilities; while club contributions to a retirement plan were associated with longer tenure.”

13. “Club size also appeared to be a factor in turnover, as many respondents stated that their reason for leaving the last club was to move to a larger club.”
14. “Older managers (age 51 and over) tended to report longer tenure.”
15. “Managers who had completed some graduate studies tended to stay longer.”
16. “Home ownership and membership in a religious group were both associated with longer tenure.”
17. “Interestingly, club managers who reported that they did not drink alcoholic beverages were more likely to be of shorter tenure.”
18. “Respondents who had been club managers for a total of seven years or less were more likely to have had shorter tenure on the most recent job, while those who had already held up to three previous club jobs tended to show longer tenure.”

Several of the respondents wrote personal comments as to why club managers leave their jobs. “Seven respondents said that club managers should change jobs fairly frequently to keep boredom from setting in, and for continued advancement. Several respondents cited conflict with new members of the ever-changing board of directors as a cause of turnover. Others noted that the content of their previous job grew less desirable over time. For example, several managers enjoyed considerable autonomy when they were first hired but that with the passage of time and changes in board membership, they found they had increasingly less say in the club’s operation.” It is essential that the club’s policies and needs be clearly and candidly explained during the hiring process. “To reduce the problem mentioned by several respondents of changes in job content after hiring, it may well be wise to draft an employment contract clearly defining the manager’s duties and responsibilities and describing the manager’s relationship to the board of directors.” Since this article was written, employment contracts for club managers have become more common. Lastly, it

should be noted that this article stated that “several of the respondents complained about a lack of job autonomy, believing that club officials were given too much say in telling the manager how to run the club, and asserting that to be a successful club manager he or she needs to be allowed to manage” (McBeth & Mondy, 1985).

“Managerial Styles: Molding the Club Environment,” is the title of the second journal article, which was written by Whitney in 1988. Whitney believes that a club manager’s success rests on his or her managerial style. The thrust of this research was an analysis of the relationship between managerial style and organizational climate as perceived by employees of private clubs. This article is relevant because certain managerial styles are likely to influence a given manager’s tenure. Whitney claims, “organizational climate holds and shapes the behavior of every member of the group, it is a determinant of business results, and a product of the managerial style of the boss.” The article provides an in-depth discussion of the various managerial styles and their strengths and weaknesses. The findings reveal private club employees’ perceptions of the ideal work environment. If upper management can satisfy the needs of their internal customers, they will have succeeded where many others have failed. Thus one would expect managerial tenure to reflect these accomplishments. The employees perceived the ideal work environment as one in which,

“subordinates are required to adhere to standard company policies and procedures, all of which are clearly spelled out. Job descriptions which are clear, thus subordinates understand the role they are expected to fulfill; the boss communicates this understanding well. Subordinates are given a large measure of responsibility to solve problems, using their own initiative and judgment. Standards are high and challenging, creating pride in accomplishment. At the same time, subordinates welcome change, when it is presented clearly and they are given a role in its implementation. Rewards are high, but they go beyond salary, since responsibility, clarity, warmth, and trust are

all part of the rewards system. Finally, team spirit is high. Trust and pride in accomplishment are strong, and managers are seen as coaches interested in developing their subordinates” (Whitney, 1988).

The third article was written by Kent and Perdue in 1989 concerning the development of CMAA’s Business Management Institute, also known as BMI. The educational level of upper management is relevant, because a sound education will lead to successful job performance and a reduction in involuntary turnover. In 1986, Chris Borders presented a proposal and initial outline for a one-week business management school specific to the needs of private club managers. Borders was given approval to develop a detailed outline. He chose Georgia State University’s (GSU’s) Cecil B. Day School of Hospitality Administration and faculty members Bill Kent and Joe Perdue to develop a prototype. Kent was experienced in curriculum development and military club management, and Perdue was a former country club manager and instructor of GSU’s Private Club Management course. The curriculum was developed as a competency-based program with specific competencies that were necessary for success at each level of a club manager’s career. The “prototype” of BMI I was held at GSU January 7-11, 1988. “Fully 85 percent of the attendees rated the session excellent, the rest calling it very good.” The September issue of CMAA’s Outlook described the prototype as, “the most successful educational experience in CMAA’s history having received rave reviews, both from assistant managers who attended, and senior managers who noticed a positive difference from their assistants who attended.” Kent and Perdue eventually developed five BMI courses. The first is known as basic club management school and is designed for assistant managers. BMI II is known as mid-management school, which focuses on sharpening leadership skills. BMI III is known as the advanced management school, which helps prepare managers for the certification exam. As a result of taking BMI

III, “80 percent of those attending passed the CCM, Certified Club Manager, exam. This compares to a passing rate generally in the 60 to 70 percentile in previous years.” The Fourth and Fifth BMI courses, “are envisioned as a series of intensive five-day sessions taught on a senior University campus by highly qualified university faculty and top experts experienced in senior executive management” (Kent & Perdue, 1989). Truly, the development of the Business Management Institute has greatly changed CMAA and the private club industry by providing top-notch education of specific interest to private club managers. BMI has also given CMAA a new direction with the focus on educating and advancing its members. These educational efforts have improved the professionalism of club managers, which, over time, should reduce involuntary managerial turnover.

Icenogle, Perdue, and Rue wrote the third article about their research on the criteria that club managers of nonprofit private clubs use to measure their club’s performance. The factors that club managers utilize to measure their club performance is relevant. These factors must be congruent with those of the general membership and/or governing board, or the manager’s tenure is likely to reflect the resultant disparities. Their exploratory study was the first step in the development of benchmark performance standards for private clubs. Their sample included the top-ranking manager in 400 nonprofit private clubs across the United States. The reliability of their questionnaire was assessed using the test-retest method, and the overall response rate was 65 percent.

Their research found, “club memberships ranged from 120 to 20,000 with a median membership of 708. Annual operating budgets ranged from \$330,000 to \$45,000,000, with a median of \$3,500,000. Two hundred and five (81 percent) of the respondents were country clubs; 16 (6.3 percent) were city clubs, 25 (10 percent) athletic clubs, and seven (2.8 percent) yacht clubs. The ages of the clubs ranged from 3 to 141 years, with a median age of 71 years.

Half of the clubs were located in metropolitan areas with populations of at least 300,000. Of those managers responding, 95 percent were male, the average age was 46.5, and 61 percent had at least a bachelor's degree. Seventy percent were qualified as Certified Club Managers by CMAA. Eighty percent of the responding managers had more than 10 years experience in private clubs, and 70 percent were in their current position for at least four years. Of the 16 performance criteria, 179 managers (71 percent) ranked membership satisfaction as the most important criterion. The item most frequently ranked second was quality of services. The item chosen most frequently as third was quality of staff. The fourth most frequently used criterion was meeting the annual budget. Clubs with a waiting list rank membership satisfaction, quality of services, and quality of staff higher than clubs without a list. In towns with populations of fewer than 20,000 club managers reportedly place less emphasis on the quality of their services. This may be due to the lack of competition or perhaps members in smaller towns may not expect high quality service.”

The authors recommended that future research be conducted to identify methods to objectively measure membership satisfaction. The researchers conclude by asking two key questions. “The differences between clubs with and without a waiting list raises a number of questions. Does the lack of attention to membership satisfaction and quality of staff and services lead to a decreased demand for club membership and, therefore no waiting list? Or are there other causes for these differences” (Icenogle, Perdue, & Rue, 1995)?

Singerling, Woods, Ninemeier, and Perdue wrote the fifth article on factors that contribute to the success of a private club. One can reasonably conceive that managers of successful clubs are less likely to experience involuntary turnover and thus are more likely to be of longer tenure. Their survey found general agreement among club managers, board members, and club members regarding the factors that promote the success of a club. The response rate, similar to other research on private clubs, was low: 4,256 surveys were mailed; of which 532 were sent to general managers, 1,024 to board members, and 2,660 to club members.

They received 137 usable surveys from the managers (for a 26 percent response rate), 202 surveys from board members (20 percent response rate), and 235 from club members (9 percent response). The demographic profile of the respondents has been included.

“The 137 general managers participating in the study averaged 40 years of age and had been general managers for approximately 12 years, the last 6.4 years with the club for which they currently work. The 235 club members participating had been members of their club for an average of 18.1 years. The 202 board members participating in the survey averaged 4.1 years of board membership and 17.2 years of membership in their clubs. Of the total, 45 percent held leadership positions; 20.9 percent were presidents, 8 percent were vice presidents, 7.5 percent were treasurers, and 8.6 percent were the chairs of the house committee.”

The findings indicate an astonishing level of agreement on the 38 factors studied. The three most important success factors perceived by club managers include: (1) club managers must be committed to help the club attain its goals, (2) the board allows managers to make the day-to-day decisions, and (3) club management must represent the best interests of the club. Board members, on the other hand, believed the three most important success factors of a club were (1) club managers must be committed to help the club obtain its goals, (2) members should perceive the club to be their club, and (3) board members represent the best interests of the club. The membership of the clubs surveyed reported that the three most important factors in the success of a club included: (1) club managers must be committed to help the club attain its goals, (2) members should perceive the club to be their club, (3&4) club management must represent the best interests of the club, tied with low turnover of club managers is desired. The authors conclude by making several recommendations for future research. “Among the obvious are topics such as quantifying the extent to which clubs achieve some or all of the success factors identified in this study. Other issues include the

extent to which clubs emphasize service quality, and the degree to which all participants believe that managers are truly committed to helping clubs attain their goals” (Singerling, Woods, Ninemeier, & Perdue, 1997).

The sixth research-oriented document was compiled by James M. McBeth as part of a dissertation that he completed in 1983. The title of his dissertation is, “An Analysis of Factors Contributing to Job Tenure of Managers in the Private Club Industry.” McBeth completed his dissertation as part of the requirements for the degree of Doctor of Business Administration at Louisiana Tech University. A portion of the abstract from McBeth’s dissertation has been included. “The primary purpose of this study was to analyze background and biographic factors, job content factors, and organizational factors, in an attempt to identify those items that would help to distinguish between long-tenure and short-tenure managers in the private club industry. The problem was to determine if there were any differences between long-tenure and short-tenure managers with respect to selected predictor variables. The questionnaire was mailed to a randomly selected sample of private club managers from the membership roster of the Club Manager’s Association of America. Stepwise regression identified 32 statistically significant variables in the three general categories from a total of 85 items. The three categories were: (1) background and biographic factors, (2) job content factors, and (3) organizational factors. The predictive ability and reliability of the regression equation was tested by cross-validation. From a validity sample of 50 questionnaires, set aside for this purpose, 40 managers of private clubs were correctly identified as being either long-tenure or short-tenure managers. There are background and biographic factors, job content factors, and organizational factors that could be used as predictors of long- or short-tenure private club managers” (McBeth, 1983, p.iii,

iv). Attempts to contact Mr. James McBeth at Northeast Louisiana University, where he was a professor of management, have been made but to no avail. The researcher was informed that he had passed away five to six years ago.

Edward A. Merritt wrote the last research-oriented document as a thesis, which he completed in 1995 at Pepperdine University. His thesis is titled, "Hospitality Management: A Study of Burnout in Private Club Management." This document was deemed relevant because research indicates that a strong negative correlation exists between job tenure and the level of burnout to which a manager is exposed. A portion of his research appears on pages 26 through 28 of "Contemporary Club Management," by Joe Perdue. According to Merritt, "the typical club manager is male, between the ages of 30 and 40, married, manages a club with more than 600 members, works 50 to 60 hours per week, has been in the club profession for 10 to 15 years, has been at his present club more than 7 years, and plans to stay for 1 to 3 more years." Merritt's study of 152 private club managers and burnout also found:

"Male club managers are considerably more burned out than female managers. The youngest club managers rate far above older club managers in burnout. Married managers suffer from burnout the most. Managers with less than five years in the club profession are the most burned out; managers with the least amount of time at their present clubs are the most burned out. Managers who manage clubs with less than 300 members are the most burned out; managers who manage clubs with more than 600 members are the least burned out. More than 44 percent of the managers studied planned on leaving their present jobs within three years. Club managers have identified two major contributors to burnout: staff turnover and what one manager referred to as "face time." Constantly having to hire, orient, and train new staff members takes its toll. Also, inexperienced staff members don't deliver the same quality of service as veteran employees, at least in the beginning, and are not

familiar with the club's members. This can lead to member complaints. Some members might even feel that a good manager wouldn't suffer so much staff turnover,

so turnover can damage a manager's reputation in some member's eyes" (Merritt, 1995).

Because of the current labor shortage in many sections of the country, it can be difficult to replace staff members who leave the club, and positions can go unfilled for long periods of time. This also causes management stress, as managers have to make up for departed workers by filling in as dining room captains, food servers, and even dishwashers. Merritt concludes with a list of options that club managers can use to reduce their job stress.

This concludes the review of relevant research on the private club industry. McBeth's research is most closely related to this thesis; however, several changes have occurred in the club industry since McBeth conducted his research in 1983. Two of the largest changes in CMAA that developed between 1983 and 2000 include CMAA's Business Management Institute and certification process. These seven documents provide a foundation of literature from which the researcher can begin to examine the private club industry.

#### Factors Affecting Job Tenure and Turnover in the Hospitality Industry

Why is the hospitality industry forced to continuously cope with high turnover rates amongst management? There are several causes of turnover. High managerial turnover rates are a result of low pay, inadequate benefit packages, poor working conditions, low quality co-workers, and low job satisfaction. Other causes of turnover include ineffective communication between management and line employees, understaffed establishments, noncompetitive wages and/or salaries, absence of performance reviews, lack of pride in performance, and lack of clear direction and expectations (Carlino, 1988).

Hogan's research indicates turnover of hospitality managers is largely a result of the length of their workweek and their desire for continuing education (Hogan, 1992). Vallen, on the other hand, concluded that burnout in and of itself is a cause of turnover in the hospitality industry (Vallen, 1993). McBeth points out that, "pay was not a significant factor in turnover among managers of private clubs. However, the literature contains evidence that pay is a very significant item to most people" (McBeth, 1983, p.25). Herzberg's series of studies on employee job satisfaction and dissatisfaction found that pay, although not a source of satisfaction, was a cause of dissatisfaction (Cited in Porter, Lawler, and Hackman, 1975, p.299).

Pavesic and Brymer researched factors that contribute to turnover of management in the hospitality industry. Their study sampled 442 recent graduates of 11 schools of hotel and restaurant management. Surprisingly, over one-fifth of the graduates who had been out of college just one year reported that they had left the industry. Furthermore, that amount climbed to nearly one-third for five-year graduates. The main reason respondents changed jobs within the hospitality industry was for an opportunity to advance or a chance for a better job. Other reasons for turnover within the hospitality industry that were discovered include financial reasons or low pay, poor working hours, and poor working conditions or a poor quality of life. Generally, the graduates reported a combination of factors that caused them to leave the hospitality industry.

"Some 28 percent of our respondents gave long hours and inconvenient scheduling as their main reason for leaving the hospitality industry. Pay-related issues were a close second, at 24 percent, followed by personal reasons and opportunities, cited by 22 percent. Reasons involving quality of life were given by 20 percent of those who left the industry. Women were more likely to give work hours, scheduling, and financial reasons for

leaving. On the other hand, men were more likely to mention personal opportunities or quality of life as their chief reason for departing the industry. The respondents reported their dislikes with working in the hospitality industry. They include: (1) long hours, nights and weekend schedule, (2) low pay, (3) stress, demanding supervisors and duties, no personal time, quality of life, (4) routine, no opportunity for advancement or growth, (5) Company policies, (6) labor shortage, poor quality staff, lack of employee motivation, poor employee and co-workers' attitudes."

The authors conclude by stating, "the imbalance between hours worked and pay levels and the quality of life have been discussion topics for some time. We wonder, however, when the industry will start doing something besides discussing them" (Pavesic & Brymer, 1990).

Li and Tse conducted research on job satisfaction of managers in the lodging industry who work for a company in overseas locations called expatriates. Their research found that among the job-related factors, role clarity and skill variety were the best predictors of job satisfaction. The antecedents used for this study were role clarity, skill variety, and participation in decision making (Li & Tse, 1998).

Fernsten and Brenner suggest that attempts should be made to enrich managerial jobs in instances where job dissatisfaction is determined to be the cause. In their study of the lodging segment of the hospitality industry, job satisfaction was indeed found to be a key issue involved in managerial turnover. Their research discovered that managers were dissatisfied with job content factors. When this kind of situation exists, job enrichment would seem to be an attractive and effective solution. It would be in the organization's best interests to consider job design, or redesign, where it is suspected that managers may be dissatisfied with the job itself (Fernsten & Brenner, 1988).

However, Ross points out that enriching a person's job by providing greater amounts of variety, autonomy, and responsibility would probably enhance performance only for those who were challenged by such a job or high-need achievers. Low-need achievers, on the other hand, may be frustrated by the increased personal responsibility for accomplishment and, as such, may perform poorly or may even withdraw from the situation. High-need achievers are characterized by the following criteria: 1) a strong desire to assume personal responsibility for finding solutions to problems; 2) a tendency to set moderately difficult goals and take calculated risks; 3) a strong desire for concrete feedback on task performance; and 4) a single-minded preoccupation with tasks and accomplishments. Low-need achievers, on the other hand, are typically characterized by a preference for low risk levels and for shared responsibility. The author points out that the concept of need for achievement is important, not only for understanding human behavior in its own right, but also for understanding how people respond to their work environment (Ross, 1995).

Basic work values have also been researched to examine their relationship to managerial behavior, such as voluntary turnover. That which a person considers worthwhile and rewarding in work has been generally agreed by both theorists and industry leaders as being centrally important in one's personal and career development. Hence, enhancing our understanding of hospitality managers' personal values should contribute to our knowledge of organizational and individual behavior.

Shaner's research on the values of hospitality managers provides a comparison of the values of hospitality managers to a national sample. The goals ranked most important by hospitality managers were a sense of accomplishment, family security, self-respect, and wisdom; considered least important were national security, salvation, a world of beauty, and

pleasure. The characteristics that hospitality managers ranked as the most important instrumental values, or modes of behavior used in striving toward their goals, were honest, ambitious, responsible, and capable. The least important instrumental values were obedient, loving, polite, and cheerful (Shaner, 1978).

The hospitality industry must improve its research attempts concerning the causes of turnover as they specifically apply to the industry environment. If the high turnover rate of management at the unit level cannot be subverted, how can the industry expect a reduction in the turnover of line staff employees? Wasmuth and Davis found working conditions to be a major cause of turnover among hotel managers, particularly in the food and beverage departments. They further suggest that hotels be studied on a departmental basis, a view that supports the notion that turnover is highly situational in nature (Wasmuth & Davis, 1983). Furthermore, external variables may be especially important to consider because movement in the industry is common at most occupational levels (Barrows, 1990).

#### Psychological Research on Managerial Job Tenure

Porter and Steers distinguish between avoidable and unavoidable turnover (Porter & Steers, 1973). Generally, it is believed that those who leave as a result of organizationally avoidable reasons may be different from either those who leave for organizationally unavoidable reasons, or those who remain (Abelson, 1987). The single variable that researchers most commonly attempt to relate to turnover is that of job satisfaction (Barrows, 1990). Job satisfaction as it relates to turnover has been mentioned repeatedly and has been found to have a consistent negative relationship to turnover; those who are dissatisfied on the job have been found to be more likely to leave than are their satisfied counterparts (Carsten & Spector, 1987).

Porter and Steers report that of all the research conducted prior to their review that focused on proposed causes of withdrawal behavior, especially turnover, job satisfaction is consistently identified as the central factor. In their review, the authors classify the studies of job satisfaction into four separate and distinct categories, which focus on organization-wide factors, immediate work environment factors, job content factors, and personal factors (Porter & Steers, 1973). However, their review fails to consider the external factors that may contribute to the individual's decision to leave an organization. Examples could include the general economic conditions of the environment, job opportunities that exist outside of the organization, and ease of movement as perceived by the individual. It has been shown, for example, that in any given market, as unemployment increases turnover will generally decrease (Heneman, Schwab, Fossum & Dyer, 1983). It is clear that the organization may not have much, if any, control over prevailing economic conditions, but where employee satisfaction is concerned, the organization may have substantial control. Different managers may experience different levels of satisfaction, and they may have vastly differing expectations. Indeed, expectations of those managers who remain with the organization (stayers) may change over time. This supports the belief that length of service may also be a determinant of turnover (Muchinsky & Tuttle, 1989). The more an individual's expectations are met, the less likely that manager is to leave.

Other proposed predictors of turnover that have not met with much success include demographic characteristics, personality differences, and tenure. Results of these studies generally suggest that age and tenure are consistently negatively related to turnover, but the other variables have produced inconsistent results (Blau, 1987). Blau emphasizes that

attempts to identify individual personality characteristics as predictors of turnover have been inconclusive and that they best be studied as moderators to the turnover process.

Spector and Michaels attempted to relate locus of control to the employee withdrawal process. In their study, the authors measured such variables as intention to quit, satisfaction, and turnover using a sample of managers at a mental health facility. They hypothesized that external scorers would be more inclined to leave and that locus of control would act as a moderator between job satisfaction and turnover in the external scorers. The results indicated that the relationship between job satisfaction and intention to quit was stronger for the external scorers. The relationship between job satisfaction and turnover was found to be the same for both groups. The authors suggest that it may be that locus of control directly affects intentions (Spector & Michaels, 1986).

Previous research has found both organizational commitment and involvement to be negatively related to turnover. Porter, Crampton, and Smith have suggested that in some cases it appears that a decline in commitment will lead to an individual's decision to leave the organization, while in others the decision to leave the organization is followed by a decline in commitment (Porter, Crampton & Smith, 1976).

Koch and Steers found that attachment, a concept that focuses on the aspects of the job itself, is a better predictor of turnover than is job satisfaction. The authors explain by suggesting that where job satisfaction focuses on the affective responses, it largely ignores an individual's behavioral intentions (Koch & Steers, 1978).

Individuals' sense of community can be expressed to have important consequences for the quality of their experiences at work. Research on person-environment fit in organizations has repeatedly demonstrated that greater congruence improves individuals' responses to their

jobs (Betz, Fitzgerald & Hill, 1989). French found decreased discrepancies between desired and actual job situations to be associated with greater job satisfaction; increased discrepancies, by contrast, were related both to perceived threats to health and well-being and to psychological strain (French, 1980). According to Royal and Rossi, a sense of community in the workplace may also result in individuals feeling overburdened at work less frequently. Considering these possible effects, individuals' sense of community in the workplace may be expected to be associated with reduced role ambiguity, role conflict, and role overload. Their research found that a sense of community was positively related to indicators of organizational attachment, job satisfaction, and role clarity, and negatively related to indicators of intention to leave the organization, role conflict, role overload, and psychological distress. However, no relationship was observed between a sense of community and measures of internal work motivation (Royal & Rossi, 1996).

The models that attempt to relate satisfaction with turnover rarely are able to explain more than 20 percent of the variance though, and in many cases are not able to explain more than 14 percent (Barrows, 1990). Linking specific intentions with specific behaviors has shown moderately more success. Ajzen and Fishbein state that intentions are the immediate precursor of behavior (Ajzen & Fishbein, 1980). Mobley asserts that, this being the case, an individual's intentions should be the single best predictor of turnover (Mobley, 1977). Ajzen and Fishbein have indicated, in order for intentions to be best interpreted for purposes of prediction, the following should occur:

“intentions should be measured at the same level of specificity as the behaviors in question; in controlled studies, intentions should be measured as close to the time that the behavior is to be observed, as possible; and execution of the behavior should not be impeded by factors which are beyond the subject's immediate

control, that is, behavior should be under volitional control for the predictive qualities to achieve high correlations” (Ajzen & Fishbein, 1980).

Mobley has suggested that there are at least two intentions in the turnover process that may be of interest: the intention to search for another job and the intention to quit the current job. In addition, intention to search and search behavior can generally be expected to precede an individual’s intention to quit and quitting behavior (Mobley, 1977). It has been found that when all these conditions are met, in most instances intentions are able to predict single acts or behaviors on a very consistent basis. If by virtue of them, behaviors in the workplace can be considered extensions of a person’s normal life, being under their volitional control, then the use of intentions as predictors of turnover should be quite effective.

Mobley states that, based on the research to date tying intentions to turnover, it has been shown that the two are consistently related and that the relationship accounts for more of the variance than do the proposed models linking job satisfaction and turnover. Furthermore, he suggested that a number of factors be considered in the turnover model. These include consideration and analysis of the individual, recognition of the individual’s perceptions, and evaluations of intentions and behavior (Mobley, 1977).

Prestholdt, Lane, and Mathews suggest that the theory of reasoned action would be well suited to the study of the turnover process and its prediction, because it does possess these characteristics as suggested by Mobley. The authors chose to study nurses because of the high rate of turnover associated with the nursing profession as well as the amount of literature produced on nurses as subjects of turnover. The questionnaire attempted to measure the nurses’ behavioral intentions with respect to remaining on the staff and to leaving the employment of the hospital. Their reasoned action model was successful in

accounting for 32 percent of the variance when predicting turnover, and according to the authors, provide support for the continued use of the theory as it applies to turnover, in finding that turnover was determined by differential intentions. In addition, it was found that the predictors of intention, as described in the model, accounted for 68 percent of the variance in intention (Prestholdt, Lane, Mathews, 1987).

According to Barrows, the research seems to indicate that job satisfaction, in itself, and as a global construct, is not able to adequately explain the turnover process. Personality related variables also have not explained significant portions of the variance. Locus of control seems to be the most powerful of these types of variables, but it has encountered problems with measurement. Expectations that have been met and organizational commitment both indicate promise, although further research is needed with regard to these concepts as possible predictors of turnover. More research is evidently needed in linking intentions to turnover, but where attempts have been made to measure specific intentions as they relate to equally specific behaviors, success has been significant. The theory of reasoned action seems especially suited to application of the turnover process and specifically to studies of voluntary turnover (Barrows, 1990).

A considerable amount of research, Mobley, Horner & Hollingsworth, Porter & Steer, Steer & Mowday, has been devoted to developing predictive models of voluntary turnover, with job satisfaction among the most commonly proposed predictor. While it is not always possible to study turnover itself, behavioral intention to turnover has been found to be correlated with actual turnover (Mobley, Horner, & Hollingsworth, 1978). Porter and Steer suggest that the turnover decision is as follows: experienced job dissatisfaction, which leads to an intention to leave, which in turn leads to turnover (Porter & Steer, 1973). Mobley, on

the other hand, proposed a different sequence of cognitive developments between experienced job dissatisfaction and the act of quitting. Mobley's sequence of psychological constructs are: experienced job dissatisfaction, which leads to employees thinking of quitting, which leads to an intention to search for alternative employment, which leads to an intention to leave, which leads to turnover (Mobley, 1977).

According to Young Jae You, Mobley's model and other research findings (Arnold & Feldman, 1982; Bluedorn, 1982; Iverson & Roy, 1994; Lee and Mowday, 1987; Michaels & Spector, 1982; Miller, Katerberg & Hulin, 1979; Randal, 1993) combine to result in a revised psychological turnover model. It proposes a recursive model in which all causal linkages run in only one direction. The modified model includes four different categories of predicting variables: 1) personal factors (age, sex, tenure, job level, marital statuses, and number of children needing care), which are the most salient in the turnover literature; 2) organizational factors (met expectations, perceived job characteristics, and leadership consideration); 3) economic factors (perceived alternative employment); and 4) psychological factors (job satisfaction, organizational commitment, thought of quitting, and withdrawal intentions), (You, 1998).

### Job Satisfaction

Job satisfaction is defined as an emotional response to a job that arises from the job holder's comparison between his or her expectations and actual outcomes (Cranny, Smith & Stone, 1990). Locke, on the other hand, defined job satisfaction as a positive emotional state produced by a person's experience associated with his or her job (Locke, 1976). It is estimated that at least 5,000 relevant articles and dissertations on job satisfaction were published before 1990 (Cranny, Smith & Stone, 1990).

The research that correlates job satisfaction to job tenure is fundamental to the study of job satisfaction. Hsiao & Kohnke found that managers who were likely to stay with the current organization longer had higher job satisfaction. In contrast, respondents who expressed the least wish to stay had the lowest job satisfaction scores (Hsiao & Kohnke, 1998). These results were similar to the study conducted by Nicholson, Wall & Lischeron who reported that all aspects of job dissatisfaction were predictors of the employees' propensity to leave; employees with less satisfaction were more likely to leave the organization (Nicholson, Wall & Lischeron, 1977).

Research has shown that the level of an employee's job satisfaction may impact his or her intent to leave the job (Fernsten & Brenner, 1987). Porter and Steers found that there was a significant correlation between job satisfaction and turnover and absenteeism (Porter & Steers, 1973). Muchinsky and Tuttle, in a review of studies of the prediction of managerial turnover, found that people withdraw from their jobs because they are not satisfied with them (Muchinsky & Tuttle, 1989). Martin and Hunt found that job dissatisfaction has a direct negative effect on a manager's intention to leave the organization (Martin & Hunt, 1980). Lastly, Fournet, Distefano & Pryer, after analyzing a number of relevant studies, concluded that across a great number of occupations, job satisfaction tends to be positively related to tenure (Fournet, Distefano & Pryer, 1966).

It is generally believed that the study of job satisfaction should be able to contribute to the theory and application of motivation, attitudes, behaviors, and preferences within organizations (Smith, 1954). Job satisfaction has also been found to have an impact on performance (Roberts & Savage, 1973). Positive attitudes and behaviors may be

determinants that elicit favorable customer responses (Goldin, 1985). Job satisfaction may also affect customers' perception of the quality of service (Rafael, 1989).

Cranny, Smith & Stone asserted that satisfaction involves comparison, thus it should not be judged in absolute terms (Cranny, Smith, Stone, 1990). In addition, Portugal pointed out that past efforts have concentrated on inspecting aspects of satisfaction rather than identifying how important these aspects were. The flaw resides in the fact that the peculiarities of a specific job affect the level of satisfaction with different facets of the job. Therefore, it is concluded when measuring aspects of satisfaction, the respondents' perceived importance about each component of job satisfaction should be accounted for as they are not equally important (Portugal, 1976).

Job satisfaction is the result of a person's response to several different job-related stimuli. Owuamanam states that job satisfaction results from good performance, but good performance does not result from job satisfaction. Selection of appropriate criteria by which to measure or predict people's behavior on a job has been an important issue in industrial relations. Of the various criteria identified, the three most prominent are job tenure, job satisfaction, and job performance. There is strong evidence of a positive relationship between job satisfaction and work-related behavior such as job tenure and job performance or productivity. The main cause for the lack of tenure has been attributed to poor working conditions, which result in lack of job satisfaction and poor job attitude (Owuamanam, 1984).

Vroom's motivational theory is obviously applicable: a person's decision to remain with or leave his or her job depends on the relative strength of the operational forces. The more satisfied the worker, the stronger the force to remain. In his analysis of 23 studies, Vroom presented a range of correlation coefficients of  $-.31$  to  $.18$  as reported in the studies

(Vroom,1964). These findings tend to support Kahn in his assertion that productivity and job satisfaction do not necessarily go together. There is no clear accepted cause-effect relationship (Kahn, 1960). In instances where a relationship between job satisfaction and job performance have been established, it has been concluded that employees who experience positive satisfaction in their work are consequently more productive. However, it is possible that those employees who are more productive feel greater job satisfaction because of their superior performance (Owuamanam, 1984).

Lawler contended that there were two ways in which performance can lead to job satisfaction. First, performance can provide an intrinsic reward if, in fact, the job is one that provides such satisfaction. Second, performance can lead to extrinsic rewards such as a pay raise and/or a promotion, which in turn leads to satisfaction. If good performance is not recognized and rewarded appropriately, there is some reason to expect a zero or negative relationship between performance and satisfaction (Lawler, 1970).

Chatman observed that the person-environment fit at the time of entry into an organization predicted satisfaction and intent to stay after a one-year period and actual departures after two and one-half years (Chatman, 1991). Insofar as a sense of community reflects a correspondence between the needs of the individual and the characteristics of the environment, it is likely that increases in individuals' sense of community at work will be associated with greater job satisfaction, greater psychological well-being, greater identification with the organization, and reduced intention to leave (Royal & Rossi, 1996). Indeed, Pretty, McCarthy, and Catano have produced evidence that greater sense of community in the workplace is associated with reduced feelings of burnout (Pretty, McCarthy & Catano, 1992).

According to the Career Stage Models of Katz and Van Maanen and of Schein, task attributes have a different effect on job satisfaction among people at different stages in their careers (Katz & Van Maanen, 1977; Schein, 1971). Hackman & Oldham argue that newcomers to jobs will be mainly concerned with establishing their identities; hence, only the attributes of identity, significance, and feedback will be strongly related to satisfaction. Only after this initial stage can employees concentrate sufficiently on their task assignments for all the attributes of variety, identity, significance, autonomy, and feedback to affect how they feel about their jobs. Finally, when the job has become more routine, employees tend to be unresponsive to the task attributes of their jobs. Hence, none of these attributes relate strongly to job satisfaction (Hackman & Oldham, 1975).

Studies based on life cycle and career stage models suggest that determinants of job attitudes change, depending on the particular stage of the career. Age, however, has been shown to be consistently related to one attitude, job satisfaction (Rhodes, 1983). Three views have been advanced concerning the nature of the relationship between age and satisfaction. The first view is that the relationship is best represented by a U-shaped function (Herzberg, Mausner, Peterson & Capwell, 1957). Satisfaction decreases initially and then increases with age. The second view is that job satisfaction increases in a positive linear fashion with respect to age (Hulin & Smith, 1965). Employees become more satisfied as chronological age increases. The third function is positive and linear until a terminal period in which there is a significant decline in job satisfaction (Carrell & Elbert, 1974; Saleh & Otis, 1964). The contradictions found in the research suggest that other factors may be affecting the relationship between age and satisfaction: variables such as job tenure (time on the job),

educational level, and salary, all of which correlate highly with age (Bamundo & Kopelman, 1980).

Bamundo and Kopelman found that age and job longevity exhibited a strong curvilinear effect on job satisfaction. The authors suggest that job satisfaction initially increased with job involvement, and then declined as individuals began to recognize limits to promotion and personal growth possibilities. In addition, education and income strongly moderated the relationship of job satisfaction and life satisfaction (Bamundo & Kopelman, 1980). Gibson and Klein, on the other hand, examined the relationship between age, job tenure, and job satisfaction and found a positive linear relationship between age and job satisfaction, while the association of job tenure and satisfaction was negative (Gibson & Klein, 1970). Many studies have also found that younger workers, who typically have greater average amounts of formal education, may be dissatisfied with performing the routine tasks required of most jobs (Lee & Wilbur, 1985). Ginzberg has suggested that the more time and effort invested by young people in preparing for work and careers, the higher their expectations, and the greater the potential dissatisfaction if their expectations are not met (Ginzberg, 1975).

The negative relationship between age and job satisfaction may be explained by the job characteristics. Workers who perform jobs that require characteristics such as skill variety, task significance, task identity, autonomy, and feedback from the job experience greater job satisfaction than workers who perform jobs that do not require these characteristics. The investigation of jobs performed by younger workers may reveal lower levels of job characteristics necessary for feelings of intrinsic satisfaction (Lee & Wilbur, 1985).

When examining the issue of job satisfaction from a Total Quality Management (TQM) standpoint, it is necessary for managerial practitioners to be aware of the employee

satisfaction level. One of the concepts embraced by TQM states that employees are internal customers and their needs, wants, expectations, and desires must be served (Brocka & Brocka, 1992). When viewing employees as internal customers, studies can be carried out by combining human resource management and marketing techniques. Effective market research can provide managerial practitioners with information about the employees' attitudes, preferences, beliefs, value systems, social habits, and expectations, which may in turn assist managerial practitioners in their attempts to serve their internal customers, the employees (Albrecht & Zemke, 1985). The tenure of employees is vital because it generally contributes to organizational success and indirectly relates to managerial success and tenure.

Because satisfaction has been consistently found to be negatively related to turnover and other forms of withdrawal behavior, knowing which aspects of a job are satisfying and which aspects are not as satisfying is important in understanding people and their values. This information would be important to any department head who is interested in improving recruitment and retention programs, because it is easier to attempt to improve satisfaction when one knows which aspects of the job are causing dissatisfaction (Barrows, 1993). By understanding factors that affect job satisfaction, managers can improve the effectiveness of job design, and possibly increase positive outcomes; for example, managers can improve their employee's performance and satisfaction and decrease absenteeism and turnover (Sneed, 1988).

## **Chapter Three**

### **Methodology**

The purpose of this chapter is to describe the research methodology used in this investigation and to examine the procedures used in collecting the data. The overall research design is examined first, which includes a discussion of validity and reliability. This is followed by a section that pertains to the selection of the population and sample. Then, the chapter focuses on the survey instrument design and development. The chapter concludes by expounding upon the survey response analysis and data collection process, which will display and discuss the response rate. Several letters were written in the development of this research project, and they have been included, as well as, the survey instrument in the appendix.

#### **Research Design**

The research methodology used was a combination of quantitative and qualitative techniques in an attempt to conduct a well-rounded investigation; however, the majority of the data collected would be described as quantitative. The statistical procedures that were utilized to analyze the data include means, standard deviations, frequency counts, percentages, correlations, and one-way analysis of variance. The researcher analyzed the data using the Statistical Package for Social Sciences (SPSS). The information discovered while compiling the literature review and pilot test allowed the researcher to confirm that the survey instrument had face validity. The researcher used the single blind method, in that the participants were allowed to know the identity of the researcher but the identity of the

respondents and non-respondents were unknown to the researcher. Several factors affect the reliability of this study. They include:

- 1) Respondents were truthful in their responses.
- 2) The managers were able to make an accurate assessment of the factors that contribute to their tenure and turnover.
- 3) The manager listings used were current and updated.
- 4) Only upper management received and completed the survey instruments.
- 5) Surveys were completed by practicing managers of private clubs.
- 6) Managers were members of CMAA.
- 7) The entire survey was completed.
- 8) The private clubs were located in Illinois, Minnesota, and Wisconsin.

### Population and Sample

There were approximately 4,200 club managers who were members of CMAA in 1999. The sample for this project was restricted to current, private club managers who were members of CMAA in the states of Illinois, Minnesota, and Wisconsin. Frequently, a given club will have more than one manager who is a member of CMAA, so the sample has been further reduced to include only the top manager of a given club. Typically, this person will hold the title of COO (Chief Operating Officer), General Manager, or Clubhouse Manager. These states were selected because of their proximity in relation to the University of Wisconsin-Stout, and because they expressed an interest in learning more about upper-management job tenure and job satisfaction. Therefore, the population was derived from the membership mailing lists of the Upper-Midwest, Greater Chicago, Illini, and Badger chapters

of CMAA. To improve accuracy and when occasions necessitated, these mailing lists were supplemented with CMAA's 1999-2000 confidential yearbook. The mailing lists were obtained from the corresponding chapter presidents; however, in the case of the Wisconsin, Badger Chapter, Mike Paddock, the student chapter liaison assigned to the University of Wisconsin Stout, was utilized. Approval to conduct this research project using the Wisconsin, Badger Chapter of CMAA was obtained from Mr. Ron Rautmann, the General Manager of Chenequa Country Club in Hartland, Wisconsin. He was the Badger chapter liaison to Stout in 1999. The researcher obtained approval from Mr. Dennis Garin to survey the Minnesota, Upper-Midwest Chapter of CMAA. He was the President of the Upper-Midwest chapter in 1999 and the General Manager of Tarten Park Golf Club in Lake Elmo, Minnesota. The third chapter of CMAA the researcher received approval to survey was the Greater Chicago Chapter. Approval from this chapter was received from Mr. Todd Marsh, the 1999 President of the Greater Chicago Chapter and General Manager of Conway Farms Golf Club in Lake Forest, Illinois. Lastly, the researcher received approval to include the Illini Chapter of CMAA in this research project from Mrs. Mary Attenberry, the General Manager of Panther Creek Country Club in Springfield, Illinois. To increase the validity and reliability of this project, a determination was made to send out a survey instrument to every manager that fit the criteria. Thus, the sample included the top manager of 217 private clubs in the states of Illinois, Minnesota, and Wisconsin.

#### Instrument Design and Development

A questionnaire was developed to measure factors that contribute to job tenure of upper management as well as measure different aspects of job satisfaction among the participants. The researcher developed the survey instrument by applying the abundant resources that

were located during the literature review. McBeth's survey for his dissertation on a similar topic, conducted in 1983 at Louisiana Tech University, was used in the developmental process as a guide (McBeth, 1983). This instrument was then modified from the comments and guidance received from the members of the research committee. Next, the survey was subjected to a pilot test. This was accomplished by mailing the instrument to the three chapter presidents and the student liaison manager. This panel of experts was asked to critique the survey instrument by identifying questions that should or could be eliminated. Furthermore, given the objectives of the study, they were asked to identify any areas or potential questions that could or would increase the quality of this research project. The final instrument was adapted using the information received from the panel of experts and research committee advisors. These modifications improved the survey instrument by providing a more complete understanding of upper-management job tenure, why club managers stay, why they leave, and their overall level of job satisfaction with regard to numerous related issues. The final questionnaire was 52 questions in length and included both structured and open-ended questions. The survey was designed not to exceed two double-sided pages, because the optimal survey should be relatively short and concise to achieve a high response rate. The questionnaire included the following sections:

- 1) Demographic data (gender, age range, number of children, etc.)
- 2) Data concerning job tenure
- 3) Descriptive information concerning each club/organization (ownership status, number of members, tax status, etc.)
- 4) Questions on a Likert scale pertaining to job satisfaction, role ambiguity, level of burnout, job autonomy, and many other related, relevant issues.

- 5) A Likert scale was further utilized to obtain the level of conflict they experienced with the board of directors and general membership.
- 6) Satisfaction with their level of compensation compared to their effort, qualifications, and impact on the effectiveness of the club.
- 7) Open-ended questions developed to elicit the reason(s) they had left their previous club management position(s); the five main reasons, ranked in order, that club managers (in general not themselves), leave and/or experience turnover; and lastly, three items that would strongly motivate them to stay in their current positions.

#### Response Analysis and Data Collection Process

The survey packets were mailed to 217 club managers on November 1, 1999. Each packet included an introductory cover letter on University of Wisconsin-Stout letterhead and was mailed in a University of Wisconsin-Stout envelope. The researcher and Mr. Holland, the chair of the thesis committee, signed the introductory cover letter. The letter was beneficial in that it introduced the researcher and explained the nature and purpose of the study. Furthermore, each participant received the survey instrument, a postage-paid envelope, and, in the case of Minnesota and part of Wisconsin, a letter of recommendation from the chapter president or student liaison manager encouraging their chapter members to participate in the study. The initial response rate was high enough that a follow-up mailing was unnecessary. Of the 217 surveys mailed, 140 were returned by November 30, 1999. This represented a 64.5 percent response rate. In this total, however, there were three surveys that could not be used: two were returned from public facilities and one was returned unopened. This left 137 usable responses for analysis, which provided a 63.1 percent usable

response rate. This vastly exceeded the researcher's expectations because many researchers in the hospitality and tourism field typically obtain response rates of 20 to 30 percent. Along with the returned questionnaires, numerous messages indicated exceptional interest in the study. These messages and the high response rate to the questionnaire indicate an intense interest of private club managers on the topic of factors that contribute to their job tenure. Furthermore, the high response rate strongly contributes to the validity of this research endeavor.

### Summary

This chapter has set forth the research methodology that has been used in this investigation. A discussion of the research design, population, and sample were presented. A discussion of the survey instrument design and development process followed, which included a pilot test. Finally, the chapter explained the response analysis and data collection process.

## Chapter Four

### **Results and Findings**

This chapter will present the results and discuss the findings regarding the surveys returned by the Illinois, Minnesota, and Wisconsin club managers. This chapter provides an overview of the responses and a question-by-question analysis, which has been divided into quantitative questions and qualitative questions. The chapter continues by reviewing the statistically significant correlations and the statistically significant one-way analysis variance (ANOVA). The chapter concluded with a discussion of the major findings, which has been divided in biographic factors, organizational factors, and factors relating to job satisfaction. Furthermore to refresh the reader's memory, the researcher has included the objectives of this research endeavor. The objectives of this study are to:

- 1). Determine the rate of upper-management turnover in the private clubs of Illinois, Minnesota, and Wisconsin.
- 2). Identify the organizational factors that lead to long term employment of upper management in the private clubs of Illinois, Minnesota, and Wisconsin.
- 3). Determine biographic factors that contribute to job tenure of upper management in the private clubs of Illinois, Minnesota, and Wisconsin.
- 4). Investigate factors that contribute to job satisfaction of upper management in the private clubs of Illinois, Minnesota, and Wisconsin.

## Overview of Responses

The surveys were mailed on November 1, 1999. The following table displays the results of the survey response rate.

Table 1  
Sample Total and Response Rate

Population and Sample: 217 N=217	Rate of Return (Shown as a percent)	Adjusted Return Rate
Total Returned: 140	64.5%	N/A
Number of Usable Surveys: 137	63.1%	64%

There were 217 survey packets mailed and 140 returned, for a return rate of 64.5 percent.

Three surveys were deemed unusable: one was returned unopened, and two were returned from public clubs. The next section will present and discuss the results of each quantitative survey question.

### Quantitative Questions

This section provides a question-by-question analysis and display of each quantitative survey question. Therefore, the results of survey questions 1 to 49 will be reviewed. A table will be provided for all of the survey questions when a statistically significant relationship was found between the survey question and job tenure. Tables for the survey items that did not have a statistically significant relationship to job tenure appear in the appendix.

In Table 2, survey question 1 asked the managers to identify their gender (Table 2 is located in the appendix). The overwhelming majority (86 percent) of the respondents were males; however, this was expected for the literature review revealed that a minority of females hold upper-management positions in private clubs. In fact, this survey data is enlightening as it shows females held 14 percent of upper-management positions in these private clubs in 1999. This statistic is slightly higher than would be expected given the

literature review, and signifies the growing acceptance of females in upper-management positions.

Table 3

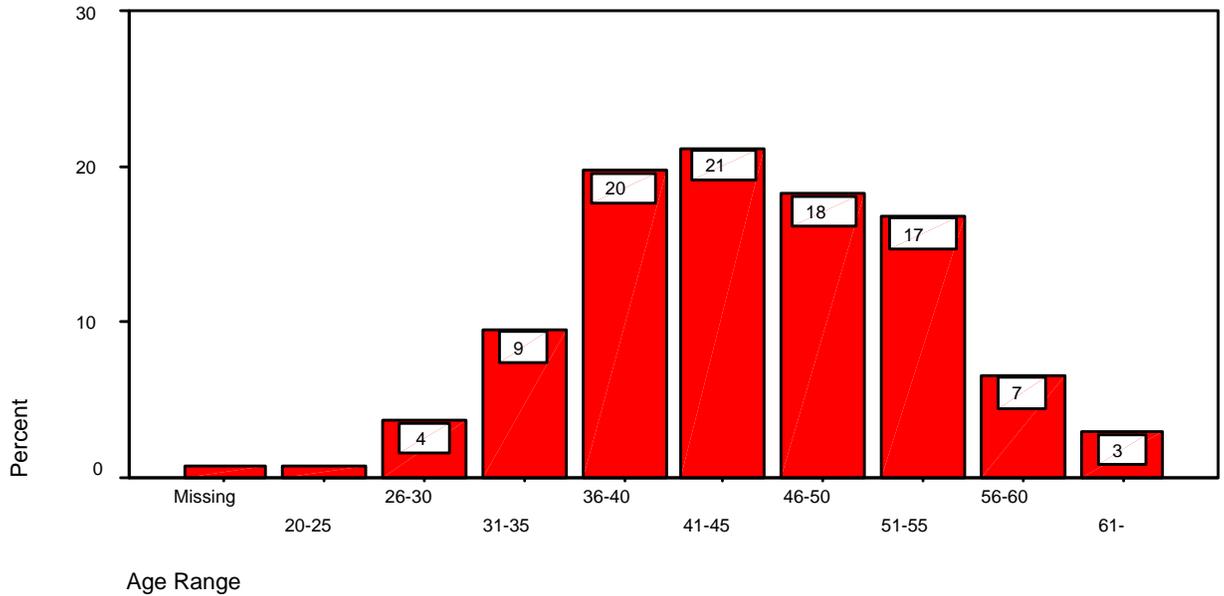


Table 3 graphically displays the age range of upper management as a percent, which was elicited by the second question of the survey instrument. This chart, shows a fairly normal distribution with a peak in the 41 to 45 age range. Furthermore, Table 3 reveals that persons 36 to 55 years old hold the overwhelming majority of upper-management positions in these private clubs. The distribution that was obtained in this study appears to be slightly younger than that which was encountered by McBeth in 1983; however, compared with the data from CMAA's 1997 Compensation and Benefits Survey Report, the distribution in this study appears to be slightly older.

Table 4

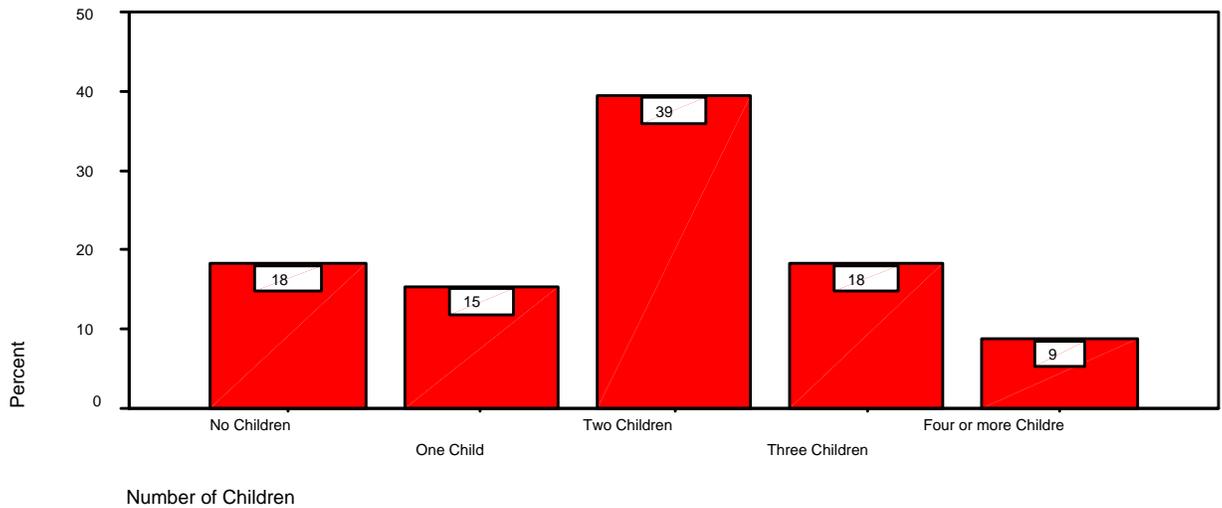


Table 4 graphically displays another demographic characteristic of the respondents. Again, a relatively normal distribution is apparent with a peak at two children, which comprises 39 percent of the respondents. The percent of upper management without children, however, appears higher than would be expected at 18 percent. Identifying the number of children that the managers provide for was deemed a necessity, because one would expect an increase in job tenure from managers with a higher number of children.

Table 5 supports the assertion that club managers are becoming more educated today than ever before. This study found that 47 percent of upper management in the private clubs of Illinois, Minnesota, and Wisconsin have obtained a bachelors degree, while 34 percent of these managers have completed some formal education. Even more promising, 15 percent of the respondents had at least some experience studying for advanced degrees and 6 percent achieved such degrees! The findings in this study mirror the 1995 results from Icenogle, Perdue, and Rue, which found that 61 percent of club managers had at least a bachelor's degree. This compares to 62 percent of upper management in this study, who have obtained at least a bachelor's degree. This 62 percent is calculated by simply adding the percent of

managers with bachelor's degrees (47 percent) to the percent of managers who have completed some graduate work (9 percent) and those who have completed master's degrees (6 percent). This supports the assertion that club managers are more concerned about their level of education than at any other time in this industry's history. James Singerling, the Executive Vice President of CMAA stated in the summer of 1999 that 65 percent of club managers have a four-year degree. This is at least similar to the findings in this study; however, this indicates that club managers from other regions may have a slightly higher level of education. Singerling also stated that in 1989, 23 percent of club managers had a four-year degree. This represents an estimated 165 percent increase in the number of club managers with bachelor's degrees from 1989 to 1995.

Table 6  
Are You a Certified Club Manager (CCM)

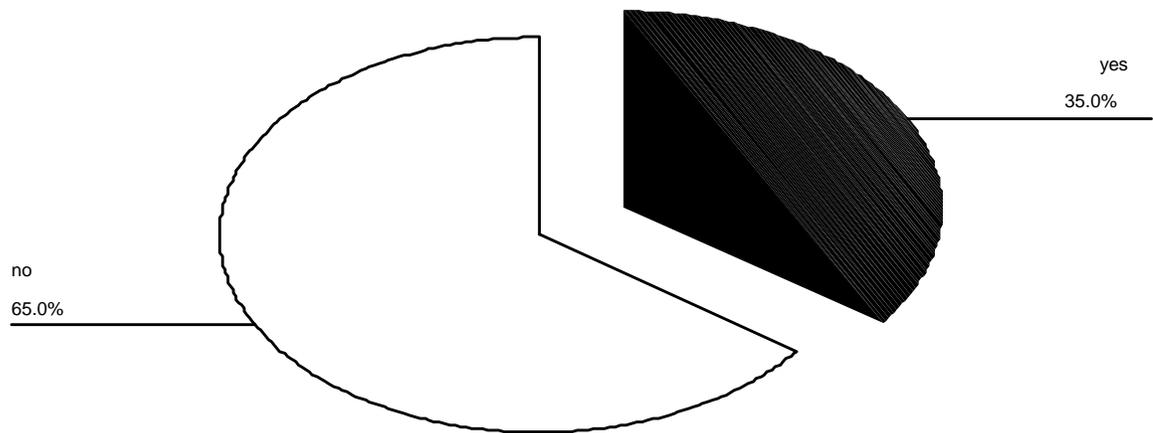


Table 6 provides a graphical display of club managers who have obtained the designation of Certified Club Managers through CMAA. The results, which were obtained from the fifth survey question, show that 35 percent of upper management in the private clubs of Illinois, Minnesota, and Wisconsin have obtained this prestigious designation. This is a significant

statistic because it displays the level of interest these managers have in continuing education and industry-specific education. This, in turn, could have a significant impact on a manager's effectiveness, and thus on his or her job tenure.

Table 7

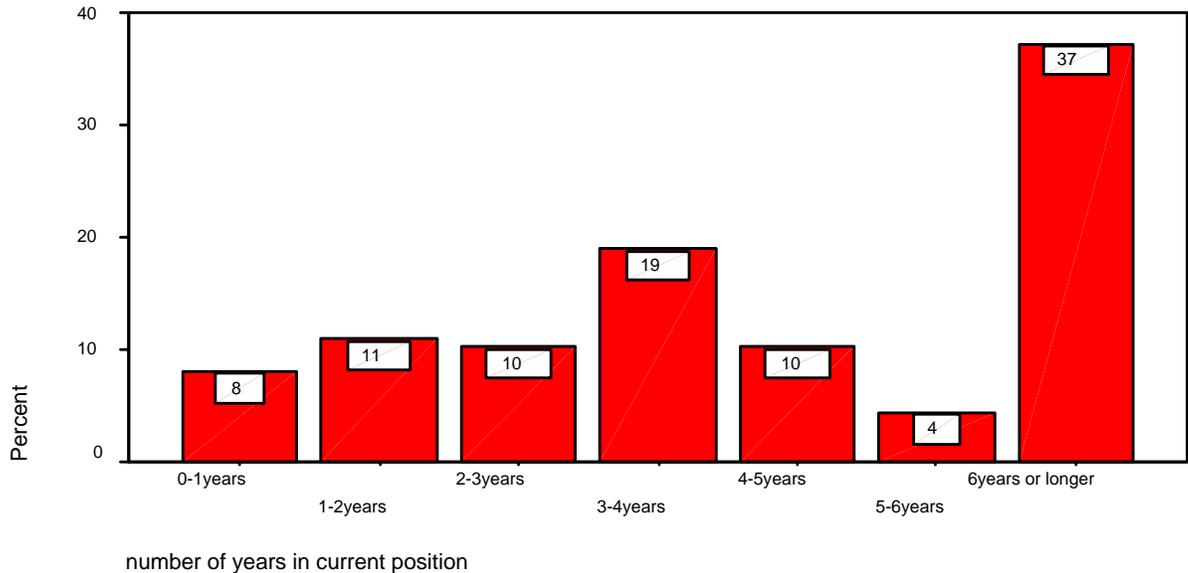


Table 7 portrays the data obtained from the sixth survey question. The results show that nearly half of the respondents held their current position for less than four years. The most intriguing aspect of this distribution is the large percent, 37 percent, of the respondents who held their current positions for six or more years. This is promising; it signifies a higher level of job security than would be anticipated in the private club industry. From this display it is possible to infer that the average job tenure of a private club manager in the state of Illinois, Minnesota, or Wisconsin would be roughly four years. Since the average length of tenure is four years, the rate of upper-management turnover in the states of Illinois, Minnesota, and Wisconsin would roughly equate to 25 percent, which answers the first objective of this research endeavor. The average length of upper-management tenure in private clubs discovered by McBeth in 1983 was similar. Ware in 1995, on the other hand, found that 54.8

percent of club managers had held their positions for five or fewer years. This corresponds to 58 percent in this study who have held their upper-management position for five or fewer years, which indicates that the average tenure of upper-management in private clubs may be slowly decreasing and turnover, and the turnover rate among upper-management may be increasing. This assertion is further supported by data from The Private Club Advisor and Eldon Miller, in 1998 which reported that the average tenure of upper management in the private club industry was 24.2 percent for golf/country clubs, 18.8 percent for city clubs, 16.9 percent for yacht clubs, 15.4 percent for tennis/beach/swim/cricket clubs, and 11.1 percent for athletic clubs.

Table 8, which represents the response from the seventh survey question, illustrates that the majority of the respondents have managed one or two clubs. The results show that 38 percent were managing their first club, 27 percent were managing their second club, and 20 percent were managing their third club. Fifteen percent of the respondents managed four or more clubs. The number of clubs that a respondent has managed is relevant because more experienced and effective managers are likely to have had several different managerial experiences.

Table 9

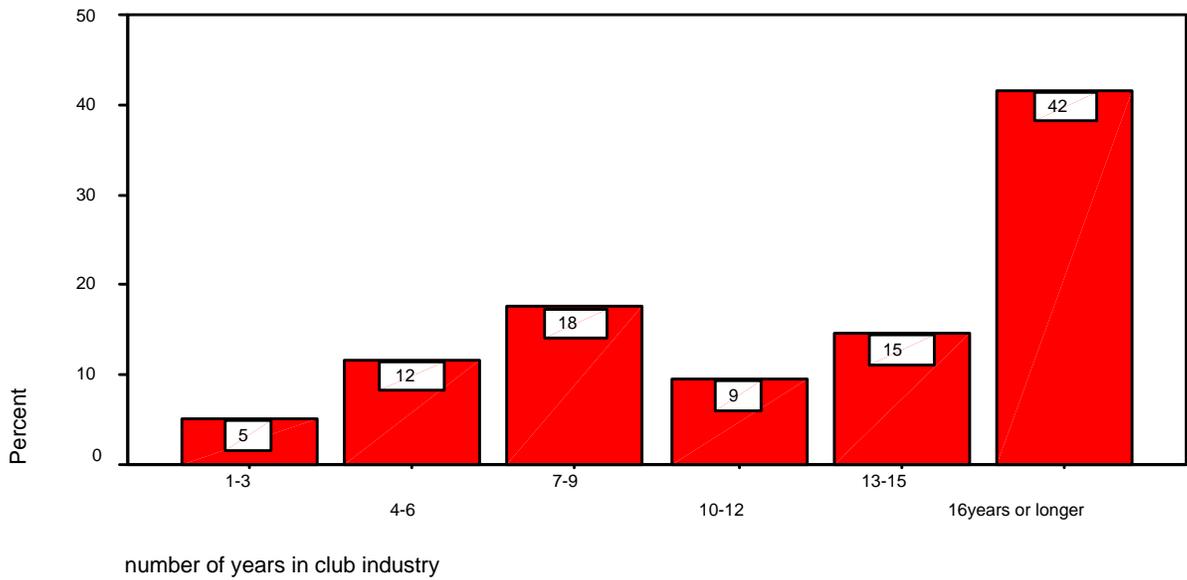


Table 9 displays the data collected from survey question number eight. The results show that the majority of upper management in the private clubs of Illinois, Minnesota, and Wisconsin has thirteen or more years of experience in the club industry. The largest category was managers who had sixteen or more years of experience in clubs, composing 42 percent of the responses. The other categories include 15 percent of the respondents with thirteen to fifteen years of club experience, 9 percent with ten to twelve years of experience, 18 percent with seven to nine years of experience, 12 percent with four to six years of experience, and 5 percent with one to three years of experience. This is similar to Ware's 1995 findings in that he found 31 percent of club managers had more than fifteen years of experience in the club industry. Comparatively, this study found that 42 percent of upper management in private clubs had more than fifteen years of experience, which indicates an increased percentage of experienced club managers. This could be possible only through a reduction in the number of experienced club managers leaving the industry.

Table 10 was created from the data collected from the ninth survey question. The results show that nearly 50 percent of upper management in the private clubs of Illinois, Minnesota, and Wisconsin are working under contracts. Job stability, and to a lesser extent job tenure, is affected by the growing acceptance of contracts for upper-management positions in the club industry. In short, the employment contracts may have a positive relationship to job tenure in the private club industry.

The data in Table 11 was collected from the tenth survey question. The results show that 40 percent of the respondents have their contracts renewed on an annual basis, 15 percent on a semiannual basis, and 45 percent have their contracts renewed more than every two years. The length of a manager's contract is significant, as one would expect this to be positively related to job tenure, meaning that managers with longer contracts would tend to have longer tenure.

In Table 12, survey question number 11 asked the respondents to identify the type of club that they manage. The overwhelming majority, 62 percent, of the managers stated that they managed country clubs. The other two main categories were golf clubs at 16 percent and city or athletic clubs at 13 percent. This question becomes complicated, for some respondents manage golf clubs, some manage country clubs, and some manage golf and country clubs. Therefore, the majority of the other category represents managers of golf and country clubs.

Table 13 is a result of the twelfth survey question, which asked the participants to identify their club's ownership status. The overwhelming majority, 91 percent, of the private clubs in Illinois, Minnesota, and Wisconsin can be classified as member owned or equity clubs. Five percent of the managers identified their club as a developer-owned club, and 4 percent

identified their club as other, or neither a member-owned nor developer-owned club. In the development of this project, several of the managers expressed an interest in learning the impact that a club's ownership status would have on the manager's tenure.

Table 14 represents the data collected from the thirteenth survey question. The results show that the overwhelming majority (70 percent) of the private clubs in this study had a membership that ranged from 201 to 600 members, even though, 26 percent of the clubs would be classified as large (clubs with more than 600 members). Obtaining this statistic is vital as Merritt's 1995 study found that private club managers who manage clubs with more than 600 members have a low level of burnout. Furthermore, Merritt found that managers of clubs with fewer than 300 members had the highest levels of burnout. Merritt's study of burnout in the private club industry is obviously applicable to job tenure.

Table 15 was developed from data collected from the fourteenth survey question. The data represents a fairly normal distribution with a peak at 5 to 6 committees. Half of the private clubs in Illinois, Minnesota, and Wisconsin have five to eight governing committees. The number of committees that are involved in governing a private club could have a strong relationship to the manager's tenure, which indicates the club's involvement in governing and may reflect on the level of the manager's autonomy. The researcher hypothesized that there would be a negative relationship between the number of governing boards and the manager's job tenure. Furthermore, many club managers have expressed concern over conflict that can arise with committee relations.

The results of survey question number 15 are depicted in Table 16. The results show that an overwhelming majority (73.7 percent) of the respondents managed tax-exempt private clubs. This is compared to 26.3 percent of the respondents who managed non tax-exempt

private clubs. Several club managers expressed an interest in investigating the relationship between a private club's tax status, an organizational factor, and the manager's tenure.

Therefore, this survey item was deemed essential.

Table 17  
sense of loyalty to club

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	2.9	2.9	2.9
	neutral	4	2.9	2.9	5.8
	Agree	49	35.8	35.8	41.6
	Strongly Agree	80	58.4	58.4	100.0
	Total	137	100.0	100.0	
Total		137	100.0		

The sixteenth survey question provided a scale for the managers to respond to their level of agreement with the following statement: I feel a sense of loyalty to this club. The overwhelming majority, 58.4 percent, stated that they strongly agreed with the statement. The literature review indicated that there would be a positive relationship between a manager's tenure and his or her level of loyalty to a given operation. None of the respondents strongly disagreed with this statement, which reflects a high level of loyalty in the private club industry. The Likert scale was quantified by equating strongly disagree with a value of 1, disagree with a value of 2, neutral with a value of 3, agree with a value of 4, and strongly agree with a value of 5. The mean score of the respondents was 4.52 or between strongly agree and agree, and the standard deviation equaled 0.698.

Table 18

**recommend working here to others**

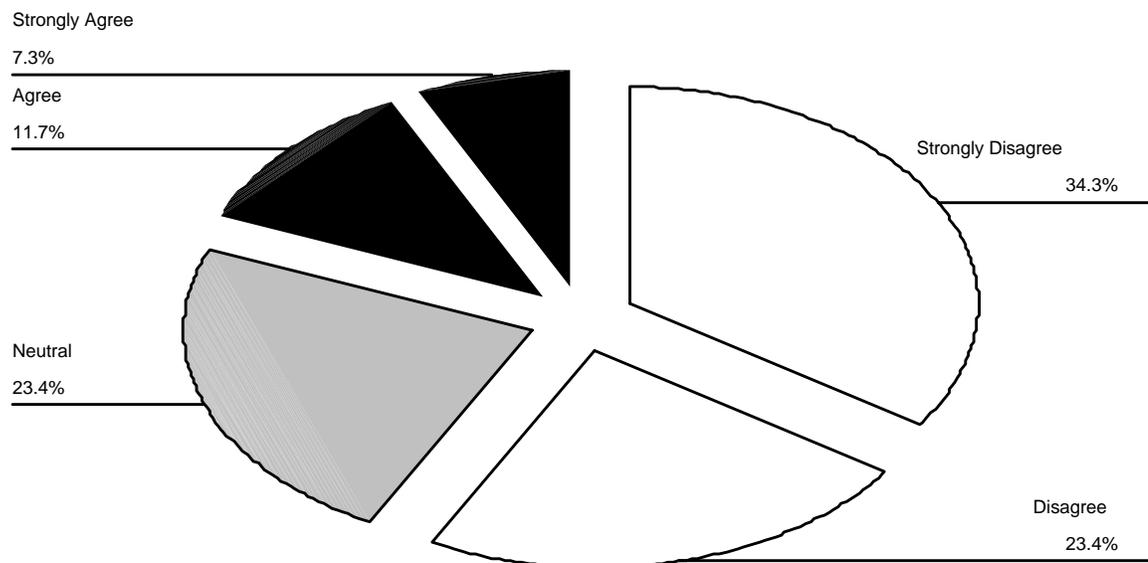
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.7	.7	.7
	Neutral	10	7.3	7.4	8.1
	Agree	53	38.7	39.0	47.1
	Strongly Agree	72	52.6	52.9	100.0
	Total	136	99.3	100.0	
Missing	System Missing	1	.7		
	Total	1	.7		
Total		137	100.0		

Table 18 was developed from data collected from survey question number 17, which provided another 5-point, Likert scale. Again the overwhelming majority, 52.6 percent, of the respondents answered that they strongly agree to the following statement: I would recommend working here to others. However, a full 8 percent of the managers indicated that they were either neutral or disagreed with the statement. The same procedure for quantifying the responses in Table 17 was also used for Tables 18-51, and the researcher found a mean value of 4.47 on a 5-point Likert scale with a standard deviation of 0.659 for the data displayed in Table 18.

Table 19 was developed from the data collected in survey question number 18, which corresponds to the fourth objective in this study. The respondents were asked to rate their level of agreement with the statement: I am satisfied with my job. The level of agreement is high, with the majority of the managers responding that they were satisfied with their jobs, even though 11 percent of the respondents stated that they strongly disagreed, disagreed, or were neutral toward the statement. The mean value for this response is 4.19 on a 5-point Likert scale with a standard deviation of 0.791.

Survey question number 19 asked the respondents to signify their level of agreement with the following statement: I enjoy coming to work. This question relates to the respondents' level of job satisfaction. The results show that over 91 percent of the respondents either answered strongly agree or agree, which indicates an enjoyable environment for most upper management in the private clubs of Illinois, Minnesota, and Wisconsin. Only 8 percent of the managers answered that they strongly disagreed, disagreed, or were neutral to the statement. The mean value or level of agreement for this question was 4.29 on a 5-point Likert scale with a standard deviation equaling 0.790.

Table 21



Survey question 20 (Table 21) asked the participants to rate their level of agreement with the following statement: I plan on looking for work outside this club in the near future. The data indicates that 19 percent of upper management agreed or strongly agreed and will be pursuing other employment opportunities in the near future. However, the majority (58 percent) stated that they disagreed or strongly disagreed and will not be pursuing other opportunities. The results strengthen the assertion that club managers are highly mobile and

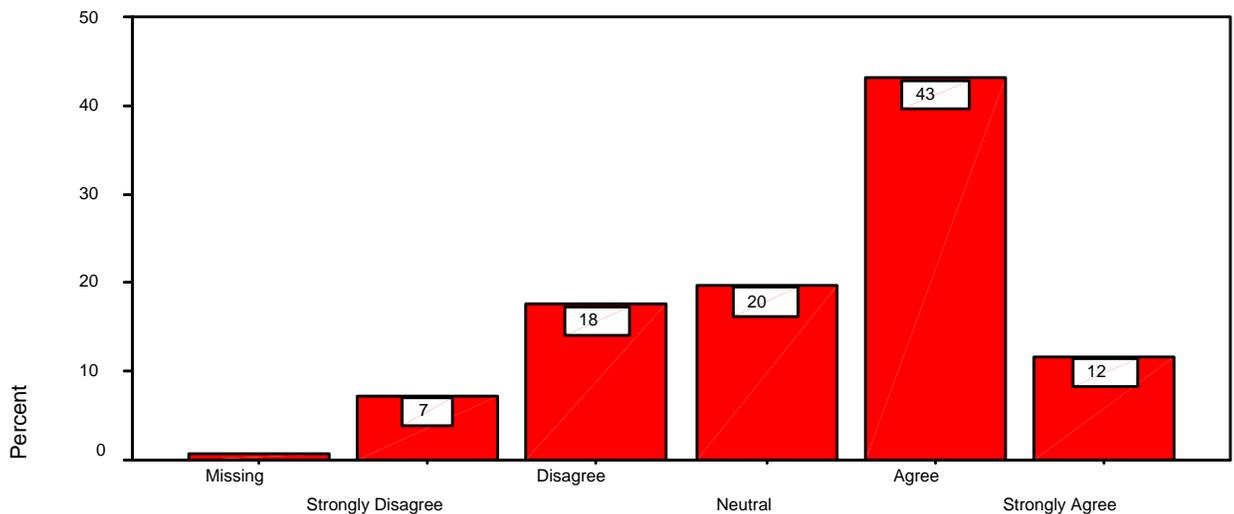
continuously interested in new challenges. The mean level of agreement for this question is 2.34 on a 5-point Likert scale with a standard deviation of 1.263.

Table 22 was developed from data collected in the twenty-first survey question. The question asked the participants to rate their level of agreement with the following statement: If I were offered a similar job outside this club, I would take it. This question is similar to question number 20, which asked the participants if they were planning to look for other employment opportunities. The results show that the majority, 55 percent, of the participants either strongly disagreed or disagreed with the statement, while 10 percent of the respondents stated that they agreed or strongly agreed, and 33 percent held a neutral opinion. The mean value for this question is 2.35 on a 5-point Likert scale with a standard deviation equal to 1.071. In comparison to Table 21, this data indicates a slightly higher level of agreement and a smaller standard deviation.

Survey question 22 asked the club managers to rate their level of agreement with the following statement: What I do at work is as important to me as the money I earn. The results show that the majority of respondents, 79 percent, either strongly agreed or agreed with the statement. The act of managing clubs appears to have an intrinsic value or enjoyment for the participants. However, 17 percent of the respondents signified that they were neutral to this statement. This question indicates the level of enjoyment the managers experience in their jobs, and thus the literature review suggests that a person who is involved in an intrinsically rewarding occupation would tend to stay in that occupation and acquire more tenure. The level of agreement for this question is 4.11 on a 5-point Likert scale with a standard deviation of 0.816.

Table 24 was developed from the results of survey question number 23, which asked the respondents to rate their level of agreement with following question: I look for ways to do my job better. The results show that 53 percent of the participants strongly agreed with the statement, while 45 percent agreed, and 2 percent remained neutral. Club managers, in general, appear to continuously strive for perfection or at least improvement. The mean level of agreement for this question is 4.52 on a 5-point Likert scale, which occurs roughly in the middle of strongly agree and agree. This data had a standard deviation of 0.530.

Table 25

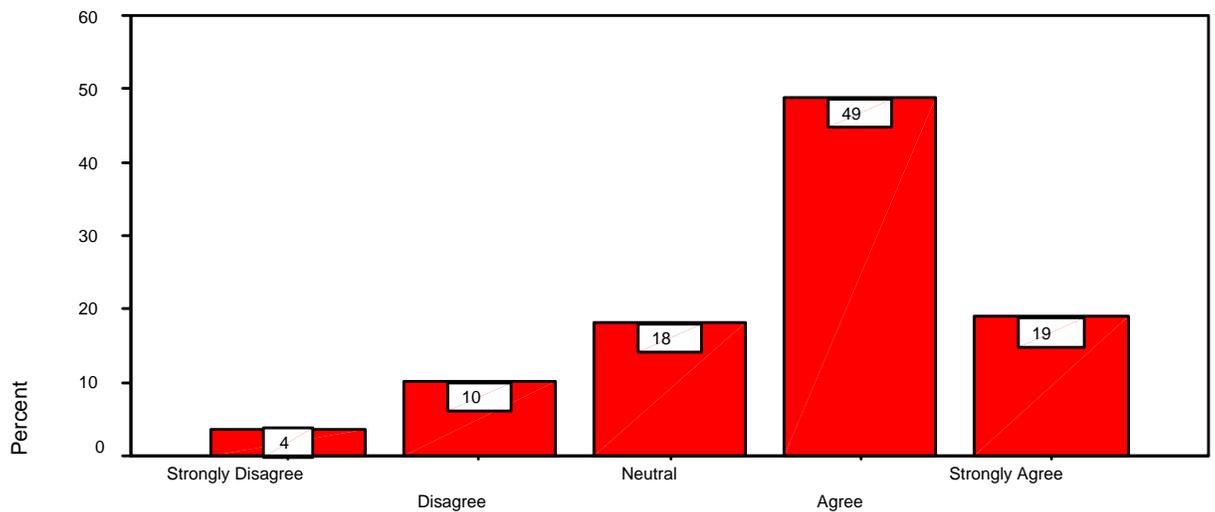


To satisfy some people at my job, I have to upset others

Survey question number 24 asked the participants to indicate their level of agreement with the following statement: To satisfy some people on my job, I have to upset others. The majority of the respondents, 55 percent, either stated that they agree or strongly agree. The results, consequently, reveal the difficult position upper management is faced with on a daily

basis. Twenty-five percent of the participants either stated they strongly disagreed or disagreed with the statement. This question reveals part of the natural conflict that exists within such a position of authority. The mean value of the distribution is 3.35 on a 5-point Likert scale with a standard deviation of 1.125.

Table 26



On my job, I find it hard to satisfy everyone at the same time

Table 27 was developed from the data collected from survey question number 25, which asked the participants to identify their level of agreement with the following statement: On my job, I find it hard to satisfy everyone at the same time. The majority of the participants, 68 percent, stated that they agreed or strongly agreed with the statement. Only 14 percent of

the respondents signified that they strongly disagreed or disagreed with the statement.

Difficult decisions are part of upper management but are best made by the leaders or head managers. The mean value for this response was 3.69 or close to agree, on a 5-point Likert scale, with a standard deviation equal to 1.011.

Table 27

**I know what is expected of me at my job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	3	2.2	2.2	2.9
	Neutral	12	8.8	8.8	11.7
	Agree	68	49.6	49.6	61.3
	Strongly Agree	53	38.7	38.7	100.0
	Total	137	100.0	100.0	
Total		137	100.0		

The data collected from survey question 26 was utilized to develop Table 27. The question asked the participants to rate their level of agreement with the following statement: I know what is expected of me at my job. This question relates to the concept of role ambiguity, which has been proven to have a negative relationship to job tenure. The results show that 88 percent of the participants either agreed or strongly agreed and suffer from little role ambiguity. A smaller minority, on the other hand, stated that they either disagreed or strongly disagreed; in which case, we can conclude that 3 percent of upper management in

the private clubs of Illinois, Minnesota, and Wisconsin suffer from role ambiguity. The mean level of agreement for this item is 4.23 or between agree and strongly agree. This data had a standard deviation of 0.760.

Table 28  
**My job responsibilities are clearly defined**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	12	8.8	8.8	9.6
	Neutral	30	21.9	22.1	31.6
	Agree	51	37.2	37.5	69.1
	Strongly Agree	42	30.7	30.9	100.0
	Total	136	99.3	100.0	
Missing	System Missing	1	.7		
	Total	1	.7		
Total		137	100.0		

Table 28 was developed from the data collect from survey question 27, which asked the participants to state their level of agreement with the following statement: My job responsibilities are clearly defined. The overwhelming majority of the participants, 68 percent, either stated that they agreed or strongly agreed with the statement. However, 10 percent either disagreed or strongly disagreed. Several club managers have attested that the

increased use of employment contracts in the club industry has resulted in more clearly defined roles and responsibilities for upper management. The researcher found the mean level of agreement to be 3.89. This is 0.3 or 6 percent less than that which was found in Table 27 or the question concerning the clarity of job expectations. The standard deviation for this data totaled 0.971.

The responses from survey question number 28 are displayed in Table 29. The participants were asked to indicate their level of agreement with the following statement: I have enough time to get everything done on my job. This question relates to job satisfaction, as the literature review suggests that people who frequently feel overwhelmed on the job tend to have higher rates of burnout and thus lower levels of job tenure. The results show that 47 percent of the participants strongly agreed or agreed with the statement and have enough time to complete their duties. Thirty-two percent of the managers, on the other hand, responded that they strongly disagreed or disagreed and thus are deprived of enough time to complete their work. Still, 21 percent of the participants held a neutral stance toward this statement. The mean level of agreement to this question was 3.17 or between neutral and agree with a standard deviation of 1.128.

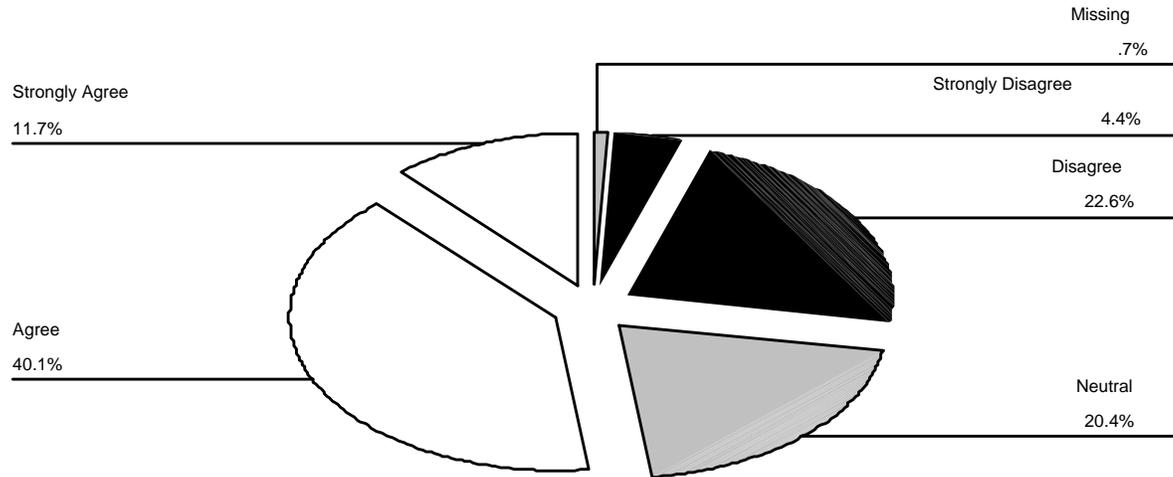
Table 30 was developed from survey question number 29, which asked the participants to rate their level of agreement with the following statement: I have too much work to do everything well on my job. The results show that 22 percents of the managers stated that they either agreed or strongly agreed with the statement and lack enough time to complete all of their work well. This compares with 52 percent of the participants who responded that they strongly disagreed or disagreed and feel that they are able to complete all of their work well, yet 26 percent held a neutral position. This question is similar to survey question 28

which is displayed in Table 29; the results of these two items indicate that upper management in the private clubs of Illinois, Minnesota, and Wisconsin experience a moderate level of time deficiency in their careers. The mean level of agreement that was found in this question is 2.63 on a 5-point Likert scale with a standard deviation equal to 0.972.

The results from survey question 30 are displayed in Table 31. The question asked the participants to rank their level of agreement with the following statement: My work is too stressful. The results show that 41 percent of upper management in the private clubs of Illinois, Minnesota, and Wisconsin either strongly disagreed or disagreed with the statement. This compares with 16 percent of the respondents who stated that they either agreed or strongly agreed; a large percent (44 percent) held a neutral position. The mean level of agreement for this item is 2.71 with a standard deviation equal to 0.850.

Table 32 provides a graphic display of the data collected from the thirty-first survey question. The question asked the participants to rate their level of agreement, on a 5-point Likert scale, with the following statement: I feel burned out at work. The results show that the majority, 60 percent, of the respondents either strongly disagree or disagree to the statement. This is compared to 11 percent who stated that they either strongly agree or agree, while 28 percent held a neutral position. The mean level of agreement for this question was 2.33, and the standard deviation was 0.914.

Table 33



The results of survey question 32 are displayed in Table 33. Utilizing a 5-point Likert scale, the participants were asked to rate their level of agreement with the following statement: I am satisfied with my current salary. The results show that the majority of the participants (52 percent) either strongly agree or agree with the statement and are satisfied with their current salary. This compares with 27 percent of the respondents who either stated that they strongly disagreed or disagreed with the statement and are unsatisfied with their current salary. Twenty percent of the respondents held a neutral position towards this statement, while 1 percent chose not to respond. The mean level of agreement for this item was 3.32 or between neutral and agree, and the standard deviation totaled 1.088.

Table 34 was developed from the data collected from survey question number 33, which asked the participants to rate their level of agreement, on a 5-point Likert scale, with the following statement: I am satisfied with my current prospects for job advancement. The results show that the majority, 56 percent, of upper management in the private clubs of Illinois, Minnesota, and Wisconsin either strongly agreed or agreed with the statement and

are satisfied with their prospects for job advancement. This compares with 9 percent who stated that they either strongly disagreed or disagreed and are thus unsatisfied with their prospects for job advancement. Thirty-two percent of the respondents held a neutral position in regards to their prospects for job advancement. The mean level of agreement for this question was 3.59, and the standard deviation was 0.845.

Survey question 34 asked the respondents to rate their level of agreement, on a 5-point Likert scale, with the following statement: I have a good working relationship with the board of directors. Table 35 displays the results of this question, in which the overwhelming majority, 90 percent, of the respondents stated that they either strongly agreed or agreed with the statement. Very few (2 percent) of the participants reported that they disagreed with the statement or were experiencing a difficult working relationship with their board of directors. Only 8 percent of the respondents held a neutral position toward this item. The mean level of agreement for this question was 4.32 or between strongly agree and agree, while the standard deviation was 0.687.

Table 36

**I have a good working relationship with the membership**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.7	.7	.7
	Neutral	8	5.8	5.9	6.6
	Agree	75	54.7	55.1	61.8
	Strongly Agree	52	38.0	38.2	100.0
	Total	136	99.3	100.0	
Missing	System Missing	1	.7		
	Total	1	.7		
Total		137	100.0		

Table 36 was developed from the data collected from survey question 35, which asked the participants to rate their level of agreement, on a 5-point Likert scale, with the following statement: I have a good working relationship with the membership. The results show that the overwhelming majority, 93 percent, of upper management in the private clubs of Illinois, Minnesota, and Wisconsin either strongly agreed or agreed with the statement and have a good relationship with their members. This is compared to 6 percent who held a neutral position and 1 percent who disagreed. The mean level of agreement for this question was 4.31, and the standard deviation was 0.615.

Table 37

**I have a good working relationship with the department heads**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	4.4	4.4	4.4
	Agree	73	53.3	53.7	58.1
	Strongly Agree	57	41.6	41.9	100.0
	Total	136	99.3	100.0	
Missing	System Missing	1	.7		
	Total	1	.7		
Total		137	100.0		

The results of survey question 36 are displayed in Table 37. Here the participants were asked to rate their level of agreement, on a 5-point Likert scale, with the following statement:

I have a good working relationship with the department heads. The results show that again the overwhelming majority, or 96 percent of the respondents, stated that they either strongly agreed or agreed and have a good working relationship with their department heads. Four percent of the participants held a neutral position toward this statement. The mean level of agreement for this question was 4.38 or between strongly agree and agree, while the standard deviation was calculated to be 0.570.

Survey question 37 asked the managers to rate their level of agreement on a 5-point Likert scale with regard to the following question: I have a good working relationship with the employees. The results show that the overwhelming majority (95 percent) of the respondents stated that they either strongly agreed or agreed and have a good relationship with their employees. This compares to 5 percent who maintained a neutral position. The mean level of agreement for this question was 4.35 and the standard deviation totaled 0.578.

Table 39 provides a graphic display of the data collected from the thirty-eighth survey question. This question asked the managers to rate their level of agreement on a 5-point Likert scale with the following statement: I feel appreciated at my job. The results show that the overwhelming majority, 81 percent, of the respondents stated that they either strongly agreed or agreed with this statement and feel appreciated at their job. This is compared to 7 percent who either stated that they strongly disagreed or disagreed with the statement and do not feel appreciated for their efforts. Twelve percent of the managers held a neutral position. The mean level of agreement for this item has been calculated to be 3.97 or close to agree, and the standard deviation was 0.831.

Survey question 39 asked the respondents to rate their level of agreement with the following statement: I am committed to my job. The results show that the overwhelming

majority (94 percent) of the respondents stated that they strongly agree or agree and are committed to their job. This compares with 2 percent who stated either strongly disagree or disagree and are not committed to their job, while 4 percent held a neutral position. The mean level of agreement for this question was 4.40, and the standard deviation totaled 0.701.

Table 41

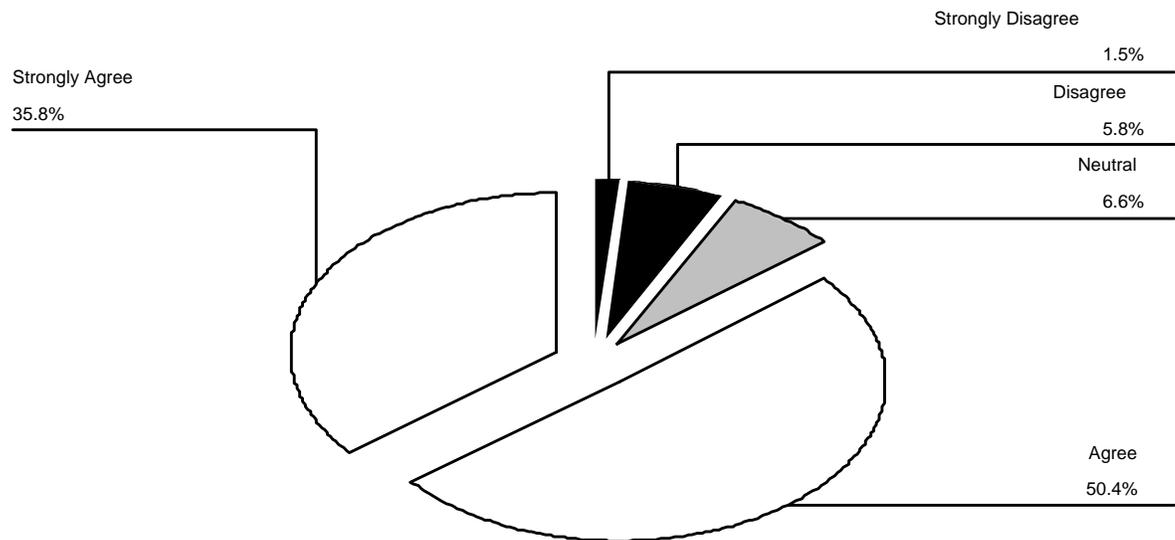


Table 41 was developed from the data collected from survey question 40, which asked the participants to rate their level of agreement, on a 5-point Likert scale, with the following statement: My job requires me to use all of my talents. The results are displayed in Table 41 and show that the majority of the respondents felt that their job required them to use all of their talents. In fact, 86 percent of the managers stated that they either strongly agreed or agreed with the statement. This compares with only 7 percent who stated that they strongly disagreed or disagreed, while 7 percent of the participants held a neutral position. The mean level of agreement for this item was 4.13, and the standard deviation was 0.881.

The results of survey question 41 are displayed in Table 42. The question asked the participants to rate their level of agreement on a 5-point Likert scale with the following

statement: I find my job challenging. The results show that the overwhelming majority, or 88 percent, of the respondents stated that they either strongly agree or agree, which indicates that they find their jobs challenging. This is compared to 12 percent of the respondents who stated either strongly disagree or disagree and thus do not find their jobs challenging. However, 8 percent of the participants held a neutral position. The mean level of agreement for this question was 4.21 or between strongly agree and agree, and the standard deviation was 0.742.

Table 43

**I have a great deal of job autonomy**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	4	2.9	2.9	3.6
	Neutral	17	12.4	12.4	16.1
	Agree	66	48.2	48.2	64.2
	Strongly Agree	49	35.8	35.8	100.0
	Total	137	100.0	100.0	
Total		137	100.0		

Table 43 displays the data obtained from the forty-second survey question. This question asked the managers to rate their level of agreement, on a 5-point Likert scale, with the following statement: I have a great deal of job autonomy. The results show that an overwhelming majority of managers either stated strongly agree or agree and feel that they have a great deal of job autonomy. This is compared to 4 percent who stated strongly disagree or disagree and 12 percent who held a neutral position. The mean level of agreement for this question was 4.15, and the standard deviation totaled 0.803.

Survey question 43 is displayed in Table 44. The question asked the participants to rate their level of agreement on a 5-point Likert scale with the following statement: I have an

opportunity to discuss my performance with the club president. The data collected shows that the majority (50 percent) of the respondents stated agree, which indicates that they do have an opportunity to discuss their performance with the club president. Furthermore, a full 30 percent of the managers stated strongly agree. This is compared to 9 percent who held a neutral position, 8 percent who disagreed, and 2 percent who stated strongly disagree. The mean level of agreement that was calculated totaled 3.99 or slightly below agree, and the standard deviation was 0.958.

The results of survey question 44 are displayed in Table 45. The question asked the respondents to rate their level of agreement with the following statement: Several members seek preferential treatment. The data collected indicates a high level of agreement with 36 percent of the managers selecting strongly agree and 50 percent selecting agree. This is compared to only 8 percent who stated either strongly disagree or disagree, while 7 percent held a neutral position. The mean level of agreement for this question totaled 3.74 or between agree and neutral, and the standard deviation totaled 0.972.

Table 46 provides a graphic display of the data collected from the forty-fifth survey question. This question asked the participants to state their level of agreement, on a 5-point Likert scale, with the following statement: Frequent change of positions in upper management at different clubs improves one's career. Eighteen percent of the managers stated that they strongly disagreed with the statement, while 32 percent stated that they disagreed. The largest percent constituted 38 percent who held a neutral position. On the other hand, 12 percent of the respondents stated that they either agreed or strongly agreed that a frequent change of positions in upper management improves one's career. The mean

level of agreement for this question was 2.48 or between disagree and neutral, and the standard deviation totaled 0.996.

Survey question 46 asked the participants to rate their level of agreement, on a 5-point Likert scale, with the following question: How much conflict do you encounter with board members? Forty-seven percent of the managers reported that they experienced very little conflict with the board members, and 29 percent stated that they experienced very little to some conflict with board members. Another 20 percent stated that they experienced some conflict, while 4 percent stated that they either experienced a great deal of conflict or between a great deal and some conflict. The mean level of agreement for this item totaled 1.84 or between very little and some conflict, and the standard deviation was 0.969.

Table 48

**How much conflict do you encounter with the general membership**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very little	54	39.4	39.4	39.4
Between very little and some	50	36.5	36.5	75.9
Some	29	21.2	21.2	97.1
Between some and a great deal	3	2.2	2.2	99.3
A great deal	1	.7	.7	100.0
Total	137	100.0	100.0	
Total	137	100.0		

The results of survey question 47 are displayed in Table 48. The question asked the participants to rate their amount of conflict, on a 5-point Likert scale, in response to the following question: How much conflict do you encounter with the general membership? In this case, 39 percent of the respondents stated that they experience very little conflict with their general membership. This turnover rate is similar to 37 percent who stated they experienced between very little and some conflict with the general membership, which compares to 21 percent who experience some conflict. Finally, 3 percent felt that they

experienced either a great deal of conflict or between a great deal and some conflict with the general membership. Overall, upper management in the private clubs of Illinois, Minnesota, and Wisconsin stated that they experienced between very little and some conflict with their general membership as indicated by the mean level of response, which totaled 1.88 with a standard deviation of 0.867.

Table 49

**How do you feel about your level of compensation as compared to the effort you put into your job?**

		Frequency	Percent	Valid Percent
Valid	Under Compensated	6	4.4	4.4
	Between Under Compensated and Adequately Compensated	41	29.9	29.9
	Adequately Compensated	76	55.5	55.5
	Between Adequately Compensated and Over Compensated	13	9.5	9.5
	Over Compensated	1	.7	.7
	Total	137	100.0	100.0
Total		137	100.0	

Table 49 was developed from data collected in survey question 48 (a). This question asked the participants to rate their perception of their compensation, on a 5-point Likert scale, in response to the following question: How do you feel about your level of compensation compared to the effort you put into your job? The results show that the overwhelming majority, 56 percent, of upper management felt that they were adequately compensated compared to their effort. This compares to 34 percent who stated that they were either under compensated or between under compensated and adequately compensated compared to their efforts. Ten percent, on the other hand, stated that they were either over compensated or between over compensated and adequately compensated compared to their efforts. The mean level of response for this question was 2.72 or slightly below adequately compensated compared to their efforts, and the standard deviation totaled 0.725.

Table 50

**How do you feel about your level of compensation as compared to your qualifications**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under Compensated	10	7.3	7.3	7.3
	Between Under Compensated and Adequately Compensated	37	27.0	27.0	34.3
	Adequately Compensated	76	55.5	55.5	89.8
	Between Adequately Compensated and Over Compensated	13	9.5	9.5	99.3
	Over Compensated	1	.7	.7	100.0
	Total	137	100.0	100.0	
Total		137	100.0		

Survey question 48 (b) asked the participants to rate their perception of their compensation in response to the following question: How do you feel about your level of compensation compared to your qualifications? The results show that the majority (56 percent) of the respondents believe that they are adequately compensated compared to their qualifications. Seven percent felt that they were under compensated, and 27 percent stated that they were between under compensated and adequately compensated. Another 10 percent felt that they were either over compensated or between over compensated and adequately compensated compared to their qualifications. The mean level of response for this question was 2.69, or slightly below adequately compensated; furthermore, the standard deviation totaled 0.772. The mean level of response to this question is 0.03, or 1 percent, less than the mean level of response to the question that asked the managers to rate their compensation compared to their efforts. Consequently, club managers feel more under compensated when it comes to their qualifications as compared to their effort.

Table 51

**How do you feel about your level of compensation as compared to your impact on the effectiveness of the club**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under Compensated	17	12.4	12.4	12.4
	Between Under Compensated and Adequately Compensated	56	40.9	40.9	53.3
	Adequately Compensated	57	41.6	41.6	94.9
	Between Adequately Compensated and Over Compensated	6	4.4	4.4	99.3
	Over Compensated	1	.7	.7	100.0
	Total	137	100.0	100.0	
Total		137	100.0		

The results of survey question 48 (c) are displayed in Table 51. The question asked the respondents to rate their level of perceived compensation on a 5-point scale in response to the following question: How do you feel about your level of compensation compared to your impact on the effectiveness of the club? The distribution of this data has a peak at adequately compensated and is skewed to the right with a possible outlier, because one participant responded that he or she was over compensated. The largest portion (42 percent) of managers stated that they were adequately compensated compared to their impact and effectiveness. Another 41 percent of the participants stated that they were between under compensated and adequately compensated, while 12 percent responded that they were under compensated. This compares to only 5 percent who felt that they were either over compensated or between over compensated and adequately compensated compared to their impact and effectiveness. The mean level of response to this item is 2.4, which indicates that club managers feel a greater disparity in their compensation compared to their impact and effectiveness as compared to either their effort or qualifications. The standard deviation for this data totaled 0.790.

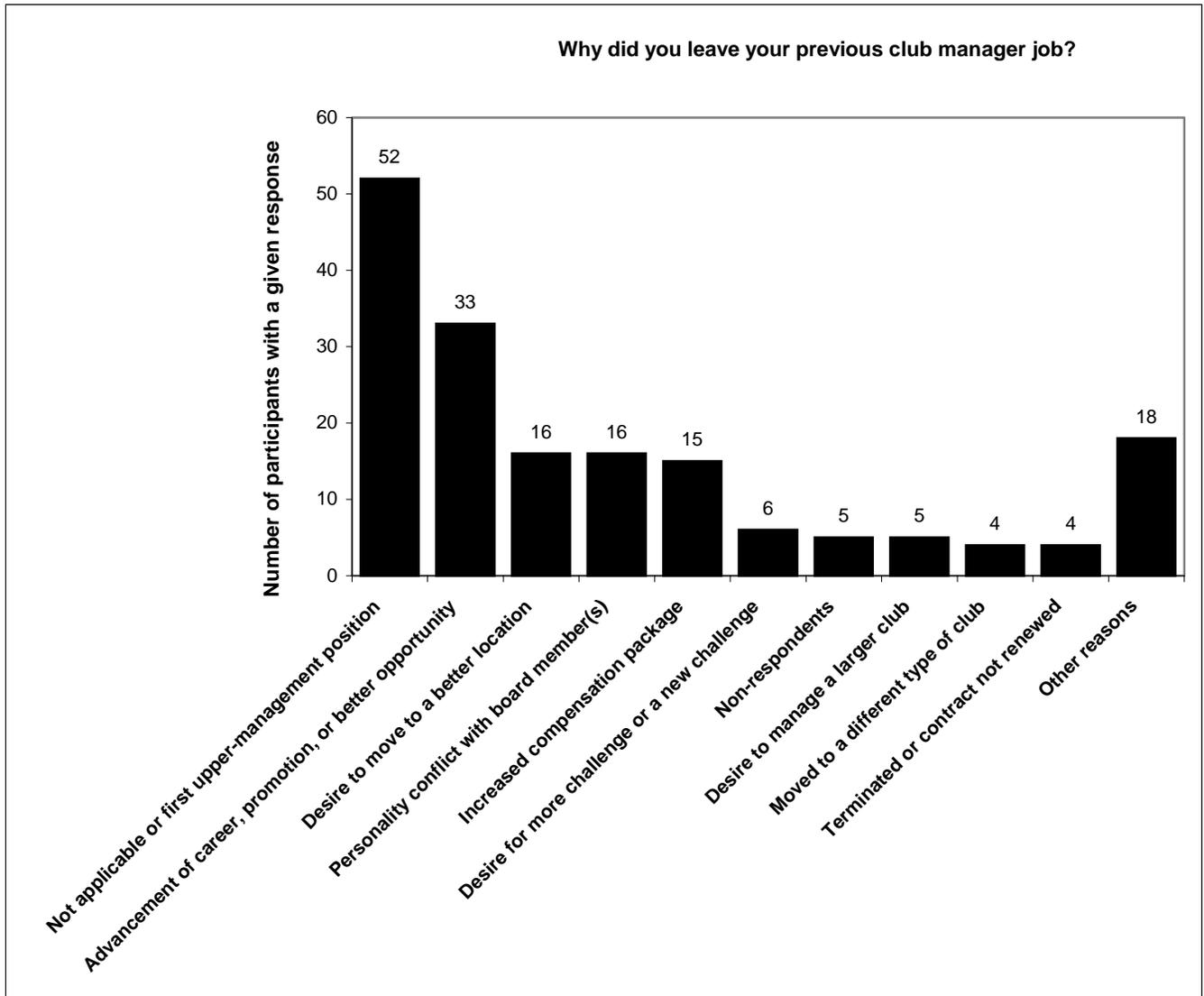
Table 52 was developed from data collected in the forty-ninth survey question. The question asked the participants if their club provided housing or a housing allowance. The

overwhelming majority (92 percent) of the participants stated that their club does not provide housing or a housing allowance. This compares to 8 percent of the private club managers in Illinois, Minnesota, and Wisconsin that do receive a housing allowance. The researcher had reason to believe that a club that provides such an accommodation would likely obtain longer tenure from its managers.

#### Qualitative Questions

This section will display and discuss the data collected from the qualitative research questions. In particular, the results of survey questions 50 through 52 will be discussed.

Table 53



Survey question 50 asked the participants why they left their previous position as a club manager. The survey then allowed the participants to respond with any answer as long as it fit within six lines, which occupied approximately two inches. The previous table provides a graphical display of the collected data. The researcher categorized the data by putting similar responses together and summing the responses in each category. This chart, unlike the others in this chapter, reports the number of responses in a given category but does not provide any percentages. A few of the participants' responses fell into more than one category, and these

multiple category responses were recorded. Therefore, the summation of all the responses totals 174; in other words, the 137 participants gave 174 responses, for they were allowed to write about as many different things as they desired. The results show that 52 responses were not applicable because this was the manager’s first upper-management position. Thirty-three participants stated that they had left their previous club manger position for advancement of their career, promotion, or a better opportunity. Sixteen participants stated that they left to move to a better location, and another 16 left because of conflict with a board member or members. Fifteen of the participants mentioned that they had left their previous club management job to increase their compensation package, while six left for more challenge or a new challenge. Five participants did not respond to this question, and another five left to manage a larger club. Four left their previous club management job to move to a different type of club, and four other participants left because they were terminated or their contract was not renewed. Finally, 18 left their previous club management job for other reasons.

Table 54

The main reason club managers leave their jobs and/or experience turnover

	Frequency		

Better position, opportunities, career advancement, and/or better compensation	29	21.2	22.8
Conflict with the board, members, department heads, employees, and/or micro management	26	19.0	20.5
Stress, burnout, overworked, and/or too many hours	19	13.9	15.0
Instability of the board and/or change in board members	15	10.9	11.8
Termination, poor performance, complacency, and/or incompetence	11	8.0	8.7
Member dissatisfaction	7	5.1	5.5
Other reasons	20	14.6	15.7
Non-respondents	10	7.3	
Total	137	100.0	100.0

Portions of the results from survey question 51 are displayed in Table 54. The question asked the participants to list in order the five main reasons club managers leave their jobs and/or experience turnover. The above table displays the results of the main or leading reason club managers leave and/or experience turnover. The results show that 23 percent of the respondents perceived the main reasons for club managers to leave their positions and/or experience turnover related to a better opportunity, career advancement, and/or better compensation. The next most frequent response, 21 percent, stated that club managers leave and/or experience turnover because of conflict with the board of directors, members, department heads, employees or micro management. Fifteen percent responded that the main reason club managers leave is from stress, burnout, and related reasons; and 12 percent felt that the instability of the board was the main reason club managers leave and/or experience turnover. This is compared to 9 percent who perceived the main reason to be termination, poor performance, complacency, and/or incompetence. Almost 6 percent responded that the

main reason club managers leave and/or experience turnover is caused by member dissatisfaction. Slightly more than 7 percent of the participants did not respond to this item.

Table 55

The second main reason club managers leave their jobs and/or experience turnover

	Frequency		
Better position, opportunities, career advancement, and/or better compensation	30	21.9	24.4
Conflict with the board, members, department heads, employees, and/or micro management	28	20.4	22.8
Stress, burnout, overworked, and/or too many hours	15	10.9	12.2
Instability of the board and/or change in board members	8	5.8	6.5
Not being visible enough	7	5.1	5.7
Incompetent, under qualified, failure to produce a strong staff, and/or poor performance	6	4.4	4.9
Poor communication and relationship-building skills	6	4.4	4.9
Difficult membership and/or member dissatisfaction	5	3.6	4.1
Other reasons	18	13.1	14.6
Non-respondents	14	10.2	
Total	137	99.8	100.1

Table 55 is similar to Table 54; however, this table displays the second leading reason for club managers to leave their clubs and or experience turnover as perceived by club managers. The results show that 24 percent felt that the second leading reason club managers leave and/or experience turnover is for a better position, improved opportunities, career advancement, and/or better compensation. This compares to 23 percent who felt the second

leading reason was conflict with the board, members, department heads, employees, and/or micro management. Slightly more than 12 percent stated that stress, burnout, and the number of hours were the second leading cause. Almost 7 percent pointed to the instability of the board, while almost 6 percent reasoned that low visibility caused managers to leave and/or experience turnover. The other identified causes are as follows: 5 percent who felt that the second leading cause is associated with incompetence, 5 percent who stated that poor communication or relationship-building skills were the cause, 4 percent who felt that it was a result of a difficult membership or membership dissatisfaction, and almost 15 percent stated a different reason. Slightly more than 10 percent of the participants did not respond to this item, which identified the second leading reason club managers leave and/or experience turnover as perceived by club managers.

Table 56

The third main reason club managers leave their jobs and/or experience turnover

	Frequency		

Conflict with the board, members, and/or micro management	25	18.2	20.3
Better position, opportunities, career advancement, and/or better compensation	20	14.6	16.3
Stress, burnout, overworked, and/or too many hours	13	9.5	10.6
Need for a new challenge and/or not challenged	8	5.8	6.5
Staffing issues, ineffective subordinates, undermined by the staff, unable to compete for good staff, poor service	6	4.4	4.9
Under qualified, lack of food and beverage background, lack of management skills	6	4.4	4.9
Desire to live in a different community and/or better location	6	4.4	4.9
Lack of communication and/or relationship-building skills	5	3.6	4.1
Low gratification and/or not appreciated	4	2.9	3.3
Instability of the board and/or change in board members	4	2.9	3.3
Other reasons	26	19.0	21.1
Non-respondents	14	10.2	
Total	137	99.9	100.2

Table 56 displays a portion of the data collected from survey question 51. The table displays responses to the third main reason club managers leave and/or experience turnover. The results show that the most frequent response, 20 percent, relates to conflict and the club manager’s experience with the board of directors, members and/or micro management. The second most frequent response, which constitutes 16 percent, in response to the question of the third leading reason club managers leave or experience turnover has to do with a better position, opportunities, career advancement, and/or better compensation. The other identified causes include 11 percent who pointed to stress, burnout, and too many hours; nearly 7 percent who stated club managers had a strong need for new and continuous challenges; 5 percent who pointed to staffing issues; another 5 percent who stated under qualifications and lack of management skills; 5 percent who pointed to a desire to live in a different community and/or better location; 4 percent who stated a lack of communication and/or relationship building skills, 3 percent who stated a low level of gratification and/or appreciation; 3 percent who pointed to the instability of the board; and 21 percent who stated other reasons. Ten percent of the participants did not respond to the question of identifying

the third leading reason club managers leave and/or experience turnover as perceived by club managers.

Table 57

The fourth main reason club managers leave their jobs and/or experience turnover

	Frequency		
Better position, opportunities, career advancement, and/or better compensation	22	16.1	20.0
Conflict with the board, members, and/or micro management	16	11.7	14.5
Too much pressure on profitability and/or not meeting expectations	9	6.6	8.2
Poor performance, lack of professionalism, complacency	8	5.8	7.3
Stress, burnout, overworked, and/or too many hours	7	5.1	6.4
Desire to live in a different community, better location and/or better climate	7	5.1	6.4
Need for a new challenge, not challenged, and/or time for a change	5	3.6	4.5
Lack of communication and/or relationship-building skills	5	3.6	4.5
Family needs change	5	3.6	4.5
Not viable enough to the membership	4	2.9	3.6
Club renovation	4	2.9	3.6
Inconsistency of the board, and/or direction	4	2.9	3.6
Other reasons	14	10.2	12.7
Non-respondents	27	19.7	
Total	137	99.8	99.8

Table 57 describes the fourth leading reason club managers leave their jobs and/or experience turnover, as perceived by club managers. This table was developed from survey question 51, which asked the participants to list the five main reasons club managers leave their jobs and/or experience turnover. The largest response, 20 percent, stated the fourth

leading reason related to a better position, opportunities, career advancement, and/or better compensation. Nearly 15 percent pointed to conflict with the board, members, department heads, and/or micro management; and another 8 percent stated that club managers are under too much pressure to lead a club to profitability. The other identified causes to the fourth leading reason club managers leave and/or experience turnover are as follows: 7 percent who pointed to poor performance, 6 percent who stated that stress, burnout, and/or the number of hours was a factor, 6 percent who stated a desire to live in a different community or better location, nearly 5 percent who identified a need for challenge and new challenges, nearly 5 percent who pointed to a lack of communication and relationship building skills, 5 percent who identified changing family needs, 4 percent who stated a lack of visibility, 4 percent who identified a renovation, 4 percent who pointed to the changing board or inconsistencies of the board, and 13 percent who pointed to other reasons. Twenty percent of the participants did not identify a fourth leading reason club managers leave their jobs and/or experience turnover.

Table 58  
The fifth main reason club managers leave their jobs and/or experience turnover

	Frequency		
Better position, opportunities, career advancement, and/or better compensation	19	13.9	20.2
Conflict with the board, members, department heads, and/or micro management	11	8.0	11.7
Need for a new challenge, not challenged, and/or time for a change	11	8.0	11.7
Stress, burnout, overworked, and/or too many hours	8	5.8	8.5
Poor performance and/or termination	8	5.8	8.5
Family and/or personal considerations	7	5.1	7.4
Desire to live in a different community, better location and/or better climate	4	2.9	4.3
Change in career and/or experience a different type of work or industry	4	2.9	4.3
Other reasons	22	16.1	23.4
Non-respondents	43	31.4	
Total	137	99.9	100.0

Table 58 displays the fifth leading reason club managers leave their jobs and/or experience turnover as identified by club managers. The most frequent response to the question stated that the fifth leading cause related to a better position, opportunities, career advancement, and/or better compensation, which constituted 20 percent of the response. Twelve percent pointed to conflict with the board, members, department heads, and/or micro management; and another 12 percent identified a need for challenge and new challenges.

The other identified causes include almost 9 percent who stated stress, burnout, and/or too many hours; almost 9 percent who stated poor performance and/or termination; 7 percent who pointed to family or personal reasons; 4 percent who stated a desire to live in a different community, better location and/or a better climate, 4 percent that pointed to a change in career, and 23 percent who identified other reasons. However, 31 percent of the participants did not identify a cause to the fifth leading reason club managers leave their jobs and/or experience turnover.

Table 59

Items that would strongly encourage upper management to stay with their current club

	Frequency		
Satisfied with compensation, improved compensation, and/or a retirement plan	100	24.3	27.9
Great relationship with the board, members, well liked and/or loyalty to current club	38	9.2	10.6
Strong, supportive, stable staff, enough staff, an assistant	24	5.8	6.7
Flexible hours, less hours, more vacation time, and/or family needs	24	5.8	6.7
Continued or increased appreciation, respect, recognition, affirmation, approval, and/or a sense of accomplishment	22	5.4	6.1
Less micro management and/or more autonomy	22	5.4	6.1
Continued or increased job satisfaction and/or enjoyment	15	3.6	4.2
Building, improving, renovating, and/or expanding facilities	14	3.4	3.9
Continued or increased support from the board and members and/or consistency in the board and its direction	11	2.7	3.1
Continued or increased professional growth, good experience, and/or challenge	11	2.7	3.1
Contract stability and/or long-term commitment	11	2.7	3.1

Pleased with the current location and community and/or desire not to relocate	11	2.7	3.1
Increased responsibility, and/or implementation of the COO concept	9	2.2	2.5
Other reasons	47	11.4	13.1
Missing and/or non-responses	52	12.7	
Total	411	100.0	100.2

The last survey question asked the participants to list three things that would strongly encourage them to stay at their present club. Because the question did not ask the participants to rank these items, the researcher has categorized and summarized all of the responses in Table 59. The most frequent response, 28 percent, stated that they were either satisfied with their compensation or desired more compensation and/or desired a retirement plan. Nearly, 11 percent pointed to the great relationship that they currently have with the board, members, and their loyalty to the club. Seven percent stated a strong, supportive staff; and another 7 percent expressed a desire for more flexible hours or fewer hours. The other categories for the items that would encourage club managers to stay include 6 percent who stated continued or increased appreciation; 6 percent who identified a desire for less micro management; 4 percent who stated a desire for continued or increased job satisfaction; 4 percent who stated a desire to build, improve, or renovate their club; 3 percent who stated the desire for continued or increased support from the board; 3 percent who stated a desire for continued or increased professional growth; 3 percent who desired contract stability; 3 percent who mentioned a desire not to relocate; 3 percent who desired the implementation of the COO concept; and another 13 percent who identified other reasons. Nearly 13 percent of the participants did not respond to this question.

Statistically Significant Correlations

This section reviews the findings from conducting tests or correlation, but has been limited to the display of only the statistically significant correlations. These statistically significant correlations can be used to predict long-tenured club managers from biographic, organizational, and job satisfaction data. Before the table of statistically significant correlations is presented, a few definitions must be provided. According to Moore and McCabe in the text titled, “Introduction to the Practice of Statistics,” statistical significance is an observed effect so large that it would rarely occur by chance. Furthermore, they define correlation as a statistical tool, which measures the direction and strength of the linear relationship between two quantitative variables.

Table 60  
Statistically Significant Correlations

	Mean	Standard Deviation	Number of responses	Correlation to the number of years in current position	Level of Significance
Number of years in current position	4.74	2.09	137	1.000	.
Age range	5.31	1.70	136	.336**	.000
Number of years in club industry	4.42	1.66	137	.440**	.000
My job responsibilities are clearly defined	3.89	.97	136	.313**	.000
I am satisfied with my current salary	3.32	1.09	136	.300**	.000
I have a sense of loyalty to this club	4.50	.70	137	.249**	.003
I know what is expected of me at my job	4.23	.76	137	.237**	.005
I have a good working relationship with the department heads	4.38	.57	136	.229**	.007
I have a good working relationship with the membership	4.31	.61	136	.216*	.012
I have a great deal of job autonomy	4.15	.80	137	.194*	.023
I would recommend working here to others	4.44	.66	136	.195*	.023
Are you a CCM (Certified Club Manager)	1.35	.48	137	.186*	.030
How do you feel about your level of compensation	2.72	.72	137	.181*	.034

compared to the effort you put into your job					
How do you feel about your level of compensation compared to your qualifications	2.69	.77	137	.179*	.036
How much conflict do you encounter with the general membership	1.88	.87	137	-.179*	.036
How many children do you have	2.84	1.18	137	.174*	.043
How do you feel about your level of compensation as compared to your impact on the effectiveness of the club	2.40	.79	137	.169*	.048

\*\* Correlation is significant at the 0.01 level

\* Correlation is significant at the 0.05 level

Table 60 displays the statistically significant correlations that were calculated in this study. The table lists fifteen positive correlations, which can be used to predict long-tenured upper management in the private clubs of Illinois, Minnesota, and Wisconsin; and one negative correlation, which is associated with short-tenured managers. The factors that can be utilized to predict or that contribute to job tenure of upper management in the private club industry include age, number of years in the club industry, clearly defined job responsibilities, satisfaction with salary, a sense of loyalty, a clear understanding of one's job expectations, good working relationships with department heads and members, job autonomy, recommending others to work at the club, certification, satisfaction with their level of compensation compared to their effort, qualifications, impact or effectiveness, and number of children. These 15 variables have a positive relationship to job tenure, which indicates that if one of these 15 variables were to be increased, we would expect an increase in job tenure. The researcher does not mean to imply that these 15 variables cause upper management to obtain a long-tenured status, but merely that a positive relationship exists between these 15 variables and job tenure. In short, as any or all of these 15 variables are increased, we would expect an increase in job tenure. The statistically significant negative correlation that was identified is the level of conflict a club manager has with the general membership. The relationship, in this instance, is negative; therefore short-tenured upper

management tend to experience statistically significant higher levels of conflict with their general membership as compared to long-tenure upper management.

#### Statistically Significant One-way Analysis of Variance (ANOVA)

Moore and McCabe in their text titled, "Introduction to the Practice of Statistics," provide the following information concerning one-way analysis of variance. The purpose of ANOVA is to assess whether the observed differences among sample means are statistically significant. In other words, could a variation this large be plausibly due to chance, or is it good evidence for a difference among the population means? When we perform an ANOVA, we ask a question about the group means, which is called the null hypothesis. ANOVA tests the null hypothesis that the population means are all equal. In short, ANOVA examines the within-group variance divided by the between-group variance. For example, ANOVA compares the mean age of club managers to the mean job tenure of club managers; as you will see, there is a statistically significant difference between job tenure of older club managers as compared to younger club managers. Consequently, ANOVA will be utilized to provide a better understanding of job tenure, or more specifically ANOVA will identify the factors that are related to long-tenured club managers and factors that are related to short-tenured club managers. The variable job tenure that was used in the testing and calculating the ANOVAs is short tenure compared to long tenure. McBeth's 1983 dissertation on a similar topic set the precedent that was used in this study. McBeth defined long-tenured club managers as those employed in their current position in excess of 48 months, and short-tenure club managers as those employed in their current position for less than or equal to 48 months. For this study, 65 club managers were defined as short tenured, and 71 were classified as long-tenured club managers. One of the participants did not respond to survey

question 9, which asked the managers how many years they have been employed in their current position at their present club, so the total usable response is 136. In summary, 47.8 percent of the respondents were classified as short tenured, and 52.2 percent were classified as long-tenured club managers.

Table 61

Statistically Significant One-way Analysis of Variance (ANOVA)

		<u>N</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>F</u>	<u>Sig.</u>	<u>Range</u>
Age Range	Short Tenured	65	4.77	1.74	13.770	.000	1 to 9
	Long Tenured	71	5.80	1.51			
Number of years in club industry	Short Tenured	66	3.74	1.73	24.573	.000	1 to 6
	Long Tenured	71	5.04	1.32			
My job responsibilities are clearly defined	Short Tenured	65	3.57	1.00	14.958	.000	1 to 5
	Long Tenured	71	4.18	.85			
I am satisfied with my current salary	Short Tenured	66	2.95	1.00	16.439	.000	1 to 5
	Long Tenured	70	3.67	1.06			
I have a sense of loyalty to this club	Short Tenured	66	4.29	.82	12.307	.001	1 to 5
	Long Tenured	71	4.69	.50			
Are you a CCM (Certified Club Manager)	Short Tenured	66	1.23	.42	8.905	.003	1 to 2
	Long Tenured	71	1.46	.50			
How do you feel about your level of	Short Tenured	66	2.55	.75	8.000	.005	1 to 5

compensation as compared to the effort you put into your job	Long Tenured	71	2.89	.67			
I know what is expected of me at my job	Short Tenured	66	4.05	.75	8.220	.005	1 to 5
	Long Tenured	71	4.41	.73			
I plan on looking for work outside this club in the near future	Short Tenured	66	2.65	1.18	7.988	.005	1 to 5
	Long Tenured	71	2.06	1.27			
I would recommend working here to others	Short Tenured	65	4.28	.67	8.013	.005	1 to 5
	Long Tenured	71	4.59	.62			
On my job, I find it hard to satisfy everyone at the same time	Short Tenured	66	3.92	.92	6.921	.010	1 to 5
	Long Tenured	71	3.48	1.05			
How do you feel about your level of compensation as compared to your qualifications	Short Tenured	66	2.53	.85	5.885	.017	1 to 5
	Long Tenured	71	2.85	.67			
I have a good working relationship with the Department heads	Short Tenured	66	4.26	.59	5.627	.019	1 to 5
	Long Tenured	70	4.49	.53			
I have a great deal of job autonomy	Short Tenured	66	4.00	.88	4.764	.031	1 to 5
	Long Tenured	71	4.30	.70			
My job requires me to use all of my talents	Short Tenured	66	3.97	.98	4.393	.038	1 to 5
	Long Tenured	71	4.28	.76			
To satisfy some people at my job, I have to upset others	Short Tenured	65	3.55	1.00	4.376	.038	1 to 5
	Long Tenured	71	3.15	1.20			
I have a good working relationship with the membership	Short Tenured	66	4.20	.68	4.350	.039	1 to 5
	Long Tenured	70	4.41	.52			

Table 61 displays 17 statistically significant one-way analyses of variance (ANOVA). To assist in the explanation of this table, it will be beneficial to observe a table of crosstabulation.

For example, if we analyze the following table, we see that a great deal of long-tenured managers are older as compared to short-tenured club managers.

**Age Range \* Tenure, Short vs. Long Crosstabulation**

Count		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
Age Range	20-25	1		1
	26-30	5		5
	31-35	9	4	13
	36-40	17	10	27
	41-45	12	17	29
	46-50	7	18	25
	51-55	10	13	23
	56-60	4	5	9
	61-		4	4
Total		65	71	136

In fact, the ANOVA proved that there is a statistically significant difference between a manager's age and his or her job tenure. In summary, ANOVA proved that the observed differences among the mean values of the 17 variables or factors identified in Table 61 are statistically significant. A table of crosstabulation for each of these 17 statistically significant variables identified by tests of one-way analysis of variance has been included in the appendix. The following factors are characteristic of long-tenured managers and are statistically significant as identified by tests of ANOVA. A greater percent of long-tenured managers are older, certified, more satisfied with their salary as compared to their effort and qualifications, have more job autonomy, are less likely to be looking for employment at other clubs, have a greater sense of loyalty toward their club, have more experience in the club industry, are more likely to recommend working at their clubs to others, feel that their job requires them to use more of their talents, have clearly defined job responsibilities, have an easier time satisfying everyone at their job, are more satisfied with their current salary, have a better relationship with the membership and department heads, and have a better understanding of their job expectations.

### Major Biographic Findings

The researcher divided all of the collected data into one of three categories: biographic data, organizational data, and data relating to job satisfaction. Even though some of the data would have been a good fit for more than one category, the best fit was used. The discussion of the major findings will focus on answering the objectives, and thus the researcher will discuss the biographic factors that contribute to job tenure. The first biographic factor that has been identified is the number of years in the club industry. The tests of correlation found a statistically significant positive relationship between job tenure and experience level in the

club industry. The second biographic factor that contributes to job tenure is a manager's age. There are statistically significant more long tenured managers who are over the age of 40 than short tenured managers. The positive relationship between job tenure and age indicates that, as a manager gets older, he or she is more likely to be long tenured. The third biographic factor that contributes to a club manager's job tenure is attainment of CMAA certification. Again, a positive relationship exists between job tenure and certification; thus, there are statistically significant more certified club managers who are long tenured as compared to short-tenured managers. In fact, 46 percent of long-tenured managers were certified, compared to only 23 of short-tenured managers who were certified. The fourth biographic factor that contributes to a manager's job tenure is the number of his or her children. The correlation between job tenure and the number of children a club manager has is significant at the 0.05 level with a positive relationship. In other words, as the number of children a manager has increases, the job tenure is likely to increase. The fifth biographic factor that contributes to a club manager's job tenure is his or her ability to satisfy people. The one-way analysis of variance identified two similar survey questions that relate to the ability of a club manager to satisfy others. The first asked the participants if they found it difficult to satisfy everyone at the same time, and the second asked if they had to upset others in order to satisfy some people at their job. Statistically significant more club managers who were long tenured answered these questions with disagree or strongly disagree as compared to short-tenured managers. Thus, upper management in the private clubs of Illinois, Minnesota, and Wisconsin who are long tenured are more confident in their ability to satisfy others on their jobs than their short-tenured counterparts.

The survey finished with three qualitative questions, the first of which identified the reasons the participants had left their previous club management positions. The sixth biographic factor that contributes to upper-management job tenure was identified by this question to be a need for challenge or new challenges. It appears from the high number of responses that many club managers tend to be motivated by challenge and desire new challenges. Survey question 51 asked the participants to list in order the five main reasons club managers leave their jobs and/or experience turnover. The data collected from this question provides many insights into potential biographic factors that contribute to upper-management job tenure. For example, many participants pointed to under qualified and complacent managers and managers who lacked a strong food and beverage background. Other items that were mentioned include the visibility of the manager, communication and relationship-building skills, the changing family needs of managers, and again the need for club managers to have challenges and new challenges. Survey question 52 asked the participants to identify three things that would strongly encourage them to stay at their present club. The data collected from this question points to two potential biographic factors that contribute to job tenure in the club industry. First, 6 percent of the respondents stated that they would stay at their present club if they would continue to receive or receive more of the following items: appreciation, respect, recognition, affirmation, approval, and/or a sense of accomplishment. Furthermore, 3 percent of the respondents stated that they would stay at their current club if they could continue or increase their level of involvement with their professional growth. All of the previously mentioned factors are biographic and contribute to job tenure of upper management in the private clubs of Illinois, Minnesota, and Wisconsin.

#### Major Organizational Findings

This section will discuss the several identified organizational factors that contribute to job tenure of upper management in the private clubs of Illinois, Minnesota, and Wisconsin. The tests that were conducted for correlation identified five statistically significant organizational factors that contribute to job tenure and one that has the inverse effect by decreasing job tenure. The first organizational factor that contributes to job tenure is working for a club where job responsibilities are clearly defined. Job responsibility has a positive relationship to job tenure in that the clearer a manager's responsibilities are defined the greater his or her chances are for success or job tenure. The one-way analysis of variance also found a statistically significant relationship between job tenure and clarity of job responsibilities. In short, long-tenured managers are more likely to have clearer job responsibilities than short-tenure managers. The second factor that contributes to job tenure in the private club industry is job autonomy. Even though job autonomy has a close relationship to job satisfaction, it was considered an organizational factor, because the organization or governing body of a club will largely decide the level of job autonomy that the manager will receive. The test of correlation found a statistically significant positive relationship between job tenure and job autonomy; thus, as the level of job autonomy increases, the level of job tenure also increases. The test of one-way variance also found a statistically significant relationship between job tenure and job autonomy. A much greater percent of long-tenured managers answered strongly agree to the following statement: I have a great deal of job autonomy whereas short-tenured managers were more likely to hold a neutral position. The third organizational factor that contributes to job tenure is compensation. This factor had statistically significant results for both the test of correlation and one-way analysis of variance. Job tenure has a positive relationship to how a manager feels about his or her level of compensation as compared to

effort and qualifications. Long-tenured managers are more satisfied with their compensation as compared to short-tenured managers. In fact, the majority of long-tenured managers feel they are adequately compensated compared to their effort and qualifications, while a large portion of short-tenured managers feel they are under compensated. The fourth organizational factor that contributes to upper-management job tenure is the utilization of a manager's talents. There are statistically significant more long-tenured managers who use all of their talents in the course of their work as compared to short-tenured managers. The factor that was identified to decrease job tenure relates to conflict with the general membership. The tests of correlation found a statistically significant negative relationship between job tenure and conflict with the general membership. In other words, managers who experience higher levels of conflict with the general membership are more likely to be short tenured, and this observed effect is so large that it would rarely occur by chance.

The survey ended with three qualitative questions. The first question asked the participants to identify the reasons why they had left their previous club management jobs. The data from this question reveals three potential factors that contribute to job tenure. Several participants stated that they had left their previous club management job because they experienced too much conflict with board members. The other organizational reasons club managers leave include a desire to manage larger clubs or a desire to manage a different type of club. Survey question 51 asked the managers to list in order the five main reasons club managers leave and/or experience turnover. The responses from this question also reveal organizational factors that have an important relationship with job tenure. The organizational factors that were identified by this question include instability of the board; conflict with the board, members, department heads, employees and/or micro management:

membership dissatisfaction; difficult members; staffing issues such as ineffective subordinates; an inability to compete for quality staff and poor customer service; low gratification or appreciation; and too much pressure on profitability. The final survey question asked the participants to list three things that would strongly encourage them to stay at their current club. The leading organizational factor that was frequently mentioned had to do with the great relationship club managers have with the board and members as well as a high level of loyalty. Other factors that would strongly influence club managers to stay include a strong, stable staff; an assistant; less micro management and more job autonomy; building, improving, renovating, and/or expanding the club's facilities; continued or increased support from the board and members and/or consistency in the board and its direction; and contract stability and/or a long-term commitment.

#### Major Findings Related to Job Satisfaction

This section will identify and discuss the factors that relate to job satisfaction and contribute to job tenure of upper management in the private clubs of Illinois, Minnesota, and Wisconsin. The tests of correlation identified five such job factors that contribute to job tenure. The first factor is satisfaction with salary, which had a positive correlation to job tenure. Thus, as the level of satisfaction with salary increases, the level of job tenure will also increase. The test for the analysis of variance also identified satisfaction with salary as statistically significant in its relation to job tenure. Long-tenured managers are significantly more satisfied with their salary than short-tenured managers. The second factor that relates to job satisfaction is the level of loyalty a manager has to his or her club. The test of correlation found that loyalty and job tenure have a statistically significant positive relation, and the test of the analysis of variance also identified loyalty to have a statistically significant

relation to job tenure. Long-tenured managers have a significantly higher level of loyalty to the club that they manage than do short-tenured managers. The correlation between these two factors indicates that as the level of loyalty increases, job tenure also increases. The third factor relating to job satisfaction that contributes to job tenure is the quality of the working relationship between the manager, members, and department heads. These two similar factors both had statistically significant positive relations as well as significant variance. As the quality of the relationship between the club manager and the members and the club manager and the department heads increases, his or her job tenure will also increase. Long-tenured managers have a significantly higher quality of relationships with their members and department heads. The fourth such factor is a clear understanding of one's job expectations. This variable also has a statistically significant positive relation to job tenure; that is, as a manager obtains a clearer understanding of his or her job expectations his or her job tenure will increase. The analysis of variance also identified the clarity of job expectations as significant to job tenure. Long-tenured club managers have a significantly clearer understanding of their job expectations as compared to short-tenured club managers. This fifth significant positive correlation to job tenure is the willingness of the manager to recommend to others that they work at the club. Long-tenured managers are more likely to recommend to others that they work at their club. This could indicate many things; for example, a manager's satisfaction with and pride for the club. The analysis of variance also found that the variable concerned with a manager's plans to look for employment outside the club in the near future has a significant relationship to job tenure. Long-tenured managers are significantly less likely to be looking for employment than short-tenured managers.

The survey ended with three qualitative questions concerning job tenure and the private club industry. These questions provide further insight into factors that relate to job satisfaction. The first of these questions asked the managers why they had left their previous club management jobs. Thirty-three managers stated that they left to advance their careers, obtain a promotion, or for a better opportunity. The fact remains that upper management must leave their clubs in order to advance their careers. Other responses include the desire to move to a better location and a desire for an increased compensation package. The next qualitative question asked the participants to list in order the five leading reasons why club managers leave and/or experience turnover. Again the participants stated the desire for career advancement and better compensation as a leading reason club managers leave. Another frequently mentioned response has to do with the high level of stress, burnout, and the sometimes overwhelming number of hours. The last factor that relates to job satisfaction identified by this question is a desire to live in a better location or different community. The last qualitative question asked the participants to list three things that would strongly encourage them to stay. The factors that relate to job satisfaction that were listed include satisfaction with compensation and or increased compensation, flexible hours, less hours, more vacation time, family needs, continued or increased job satisfaction and/or enjoyment, satisfaction with their current location and community, and increased responsibility and/or the implementation of the COO concept.

## Chapter Five

### **Summary, Implications, and Recommendations**

This chapter will provide a general overview of the research endeavor, which will include a restatement of the problem, purpose, objectives, and methodology. The chapter will continue by discussing the major findings and will cover a profile of the respondents, major biographic findings, major organizational findings, and major findings related to job satisfaction. The chapter will conclude by providing implications and suggestions to the private club industry and will then discuss recommendations for future research.

#### **General Overview**

From a practical viewpoint, turnover is costly by virtually any standard. The cost of turnover in the United States is estimated to be more than \$11 billion annually with the average cost per job at 10 to 20 times the position's weekly wage rate (Jaffe, Almanza & Chen, 1994). Furthermore, turnover in the hospitality industry is and has been at epidemic levels. Turnover in the hospitality industry has averaged 100 percent during the past ten years (Greenburg, 1987; Riehle, 1991, 1993, 1996, 1997). Even worse, the turnover rate of private club managers is higher than any other managerial segment (Hume, 1981). This has led the private club industry to be a, "business best known for its turnover" (Club Leaders Forum, 1998, p. 2). According to Miller, the turnover rate of upper management in private clubs ranges from 20 to 23 percent annually (Miller, 1998). The direct and indirect costs associated with turnover of upper management in the private club industry are staggering. According to Kopplin, the majority of search companies that specialize in the private club industry charge 20 to 30 percent of the manager's first-year base salary, which is typically around \$100,000. Thus, the direct costs associated with the search and selection of a new

manager will range from \$20,000 to \$30,000. However, the indirect costs are even more alarming. Kopplin states that, “the inefficiencies that a club incurs, due to the lack of direction when a manager has left, can be estimated to range from \$5,000 to \$25,000 per month” (Kopplin, 1999). When researching the factors that contribute to the success of a private club, Singerling, Woods, Ninemeier, and Perdue found that one of the most important factors to success, as perceived by the general membership, was the ability of the club to retain its management (Singerling, Woods, Ninemeier, & Perdue, 1997).

The purpose of this study is to determine the extent to which turnover of upper management is a problem in the private club industry of Illinois, Minnesota, and Wisconsin as measured by the club managers’ responses on a survey. The objectives for this study are to:

- 1). Determine the rate of upper-management turnover in the private clubs of Illinois, Minnesota, and Wisconsin.
- 2). Identify the organizational factors that lead to long-term employment of upper management in the private clubs of Illinois, Minnesota, and Wisconsin.
- 3). Determine biographic factors that contribute to job tenure of upper management in the private clubs of Illinois, Minnesota, and Wisconsin.
- 4). Investigate factors that contribute to job satisfaction of upper management in the private clubs of Illinois, Minnesota, and Wisconsin.

The research design used a combination of quantitative and qualitative techniques in an attempt to conduct a well-rounded investigation; however, the majority of the data collected

would be described as quantitative. There were approximately 4,200 club managers who were members of CMAA in 1999. The sample for this project was restricted to current, private club managers who were members of CMAA in the states of Illinois, Minnesota, and Wisconsin. The sample was further restricted to include only the top manager of a given club, usually the COO, General Manager, or Clubhouse Manager. The sample was derived from the membership mailing lists of the Upper-Midwest, Greater Chicago, Illini, and Badger chapters of CMAA and totaled 217 potential participants. To improve accuracy and when occasions necessitated, these mailing lists were supplemented with CMAA's 1999-2000 confidential yearbook. The survey was mailed on November 1, 1999, and 137 usable surveys were returned for a 63 percent usable response rate. The survey instrument was developed to meet the purpose and objectives of this project and was subjected to a pilot test. The high response rate strongly contributes to the reliability and validity of this research endeavor.

### Summary of Findings

The top ten factors that contribute to job tenure in the private club industry of Illinois, Minnesota, and Wisconsin as identified by this study include:

- 1). Number of years in the club industry.
- 2). Clearly defined job responsibilities.
- 3). Satisfaction with compensation.
- 4). Strong relationships with the board, members, and department heads.
- 5). CMAA club management certification.
- 6). Age of the club manager.
- 7). Sense of loyalty to a given club.

- 8). Clear understanding of job expectations.
- 9). The willingness of a club manager to recommend working at the club to others.
- 10). Lastly, job autonomy or the willingness of a club to allow the manager to decide how to best manage the club's operations.

The literature review and previous findings support all of the above conclusions. For example, Spitzig, 1998, Ross, 1995, Whitney, 1988, and McBeth, 1983, all point to the important relationship that job autonomy has with job tenure. Club managers would do well to review Whitney's 1988 findings. Whitney researched managerial styles and their effects on the club's organizational climate. Whitney concluded his findings by providing a description of the ideal work environment as perceived by employees of private clubs. He described the ideal work environment as one in which job descriptions and expectations are clearly communicated. Furthermore, club employees had a high desire for responsibility, job autonomy, and challenge and/or new challenges. They also expressed a role in the implementation of change and enjoyed rewards, that go beyond salary to include responsibility, warmth, and trust. Whitney's description of the ideal work environment in private clubs concludes by emphasizing the importance of trust, pride in accomplishment, and personal development (Whitney, 1988).

Many of these themes have been found to contribute to job tenure of club managers in this study. In particular, we again see the importance of clarity in job descriptions and expectations, and a desire for increased responsibility, autonomy, challenge, trust, and personal or professional development. Spitzig states, "all too often club managers have failed, not because of anything that they specifically did or failed to do, but because the specific expectations of them by club governing boards were either not well defined and/or

not clearly communicated.” He continued his discussion of club managers and job expectations by stating, “the expectations of some members have been, are, and will continue to be unrealistic” (Club Leaders Forum, 1998, p.4-6).

McBeth’s 1983 findings share several similarities to this project. He found that the following factors had a statistically significant relationship to job tenure and thus contributed to job tenure: age, level of education, number of children, home ownership, membership in a religious organization, number of years in the club industry, job satisfaction, moderate levels of on-the-job stress, job autonomy, participation in setting policies, clearly defined responsibilities, the opportunity to discuss job performance with the proper officials, a low level of conflict with members, and satisfaction with salary and compensation (McBeth, 1983). McBeth’s findings support the validity of the findings from this study. However, many important changes have occurred in the private club industry between McBeth’s 1983 study and this endeavor. Two of the greatest changes are in the areas of club management professional development and/or education and the method by which club managers obtain and maintain their positions today. CMAA’s Business Management Institute, which leads a club manager toward certification, has had a profound effect on CMAA and the level of professionalism in the private club industry. This professional development program began in 1988. The other significant development is in the increasing use of employment contracts and job placement professionals, neither of which was frequently used before 1983.

It is interesting to note that Singerling, Woods, Ninemeier, and Perdue found that the second most significant factor leading to success of a private club, as perceived by club managers, related to job autonomy and micromanagement. They found that club managers believe that governing boards of private clubs must allow managers to make the day-to-day

decisions for the club to be successful. The importance of job autonomy continues to appear in the literature review and has an important relationship with job satisfaction and job tenure.

### Implications and Suggestions

As a result of the data analysis, the researcher identified some implications that can be used to increase job tenure of upper management in the private club industry. First, it should be noted that club managers have little or no control over some factors that have been identified in this research, such as a club manager's age or level of experience in the club industry. Therefore, this section will focus on the factors that can contribute to job tenure that the manager has some or a great deal of control over.

- 1). If a club manager is dissatisfied with his or her salary or compensation, he or she should tactfully communicate this to the club president or other members of the board of directors.
- 2). Club managers must obtain a clear understanding of their job responsibilities before they accept an employment proposal.
- 3). Club managers should review their job responsibilities on occasion, so they can establish a very clear understanding of their job expectations.
- 4). Club managers should develop proficiency with the following skills: conflict resolution, relationship building, communications, finance, and leadership.
- 5). The best way to accomplish the above-named skills would be to become involved in CMAA at the regional and national levels. Club managers should gain these essential skills by working towards their certification.
- 6). Lastly, club managers must install a great deal of trust in the board of directors and membership, so that they can increase their level of job autonomy. This can be

accomplished through increasing one's visibility to the membership as well as through innovation.

### Recommendations for Future Research

Analysis of the data and the literature review form the basis for these recommendations:

- 1). Further research should be conducted by CMAA to determine factors that contribute to job tenure in the private club industry, for this research would surely be beneficial to the association and its members.
- 2). The researcher urges that a study be conducted on job tenure from different perspectives. For example, the board of directors or members could be studied as to job tenure of upper management in the private club industry.
- 3). A study of Delphi should be conducted utilizing experts in the private club industry to more fully understand job tenure of upper management.
- 4). National research should also be conducted on factors that contribute to job tenure of middle management in the private club industry, for these individuals are essential to the success of all private clubs.
- 5). Comparative research should be conducted on job tenure of upper management at public clubs to identify the similarities and differences.
- 6). Additional national research should be conducted on membership satisfaction in the private club industry. CMAA has conducted some research in this area already, but a comprehensive analysis would lead to further understanding of this critical area.

Scott Graff  
315 Antrim Hall  
Menomonie, WI, 54751

Nancy Wood Bliese CCM  
1307 North Truman #4  
Robinson, IL 62454

Dear Mrs. Bliese:

I am a first semester graduate student at the University of Wisconsin Stout in pursuit of a Masters Degree in Hospitality and Tourism Management. As part of my graduate work, I will be required to conduct research to develop a thesis. Graduate students are encouraged to conduct research on a topic of interest to them.

Currently, I am the treasurer of the student chapter of CMAA at the University of Wisconsin Stout. Furthermore, I have six years of experience in the private club industry at Hazeltine National Golf Club in Chaska, Minnesota. After my graduation in May of 2000, I plan on furthering my experiences in the private club industry.

As you can see, my main interest is the private club industry; therefore, I will be developing a thesis accordingly. The title of my thesis or research will be, Factors that Contribute to Job Tenure of Upper-management in the Private Clubs of Illinois, Minnesota, and Wisconsin. I have contacted the Upper Midwest, Badger, and Greater Chicago chapters of CMAA, and they are excited and willing to participate in my study. I would like to include the Illini chapter in my study, but I have had a difficult time contacting you to obtain permission and gauge your interest. I feel, job tenure of private club managers is a worthy issue to research because the national average is two to three years.

My research plans include conducting my literature review and developing a rough draft of my survey instrument this summer. In September, I plan on visiting the Upper Midwest, Badger, and Greater Chicago chapters to conduct a limited trial run of the surveys, so I can obtain feedback and make any necessary changes. I plan on mailing the surveys out in the middle of October, for many managers and clubs are relatively slow. Theoretically, this should increase the survey response rate, which is vital to quality research. February or March are also slower months, but some clubs are closed and many managers are on vacation.

Please contact me if you are interested in my research, and let me know if I can count on including the Illini chapter of CMAA in my research. My phone number is (715) 232-1037.

Sincerely Yours,

Scott M. Graff  
Treasurer of the Student  
Chapter of CMAA at UW-Stout

Scott Graff  
1860 Gluck Lane  
Roseville, MN 55113

Dennis Garin  
Tartan Park Golf Club  
11455 20<sup>th</sup> Street North  
Lake Elmo, MN 55042

Dear Mr. Garin,

I am the graduate student from the University of Wisconsin Stout who will be conducting research on the private clubs of Minnesota, Wisconsin, and Illinois. I am writing to inform you of the progress that I have made on my research project and to notify you of upcoming events.

The title for my thesis is “Factors that Contribute to Job Tenure of Upper-management in the Private Clubs of Illinois, Minnesota, and Wisconsin.” During the course of the summer, I have completed a rough draft of the first chapter of my thesis. This chapter is an introduction, which is nineteen pages in length spanning the following topics: the history of private clubs, private club management and CMAA, club management research, club management turnover, the need for this study, statement of the problem, assumptions, limitations, and definitions.

I continued my thesis by writing the second chapter, which is a review of related literature. At the present time, this chapter is forty-nine pages in length, and covers a variety of topics. The chapter begins with a review of published research in academic journals concerning the private club industry and proceeds to review unpublished research concerning the private club industry that has appeared in the format of monographs, theses, or dissertations written at various universities. The remainder of the chapter reviews job tenure and/or turnover in the hospitality industry, psychological research on factors that contribute to tenure and turnover and lastly a review of psychological research on job satisfaction.

I continued developing my thesis by compiling the bibliography for the first two chapters. Presently, the bibliography is ten pages in length and covers well over one hundred sources. Next, I prepared a rough draft of the survey instrument, which is two double sided pages in length.

The next step of this research project is to have my thesis committee, which includes three professors from the University of Wisconsin Stout, critically review the first two chapters, the bibliography, and most importantly the survey instrument. This critical review will take place in early September as two members of the thesis committee are unreachable until just before classes begin in the fall. After I have incorporated their improvements and received the “ok” from the Graduate College, I will send you a copy of the improved survey instrument for your review and critical analysis. I hope to be sending you the survey instrument by the end of September, so I can make any necessary adjustments by the middle of October. At this time, I will also request a copy of your chapter’s mailing list. I would appreciate if this list would contain only the names and addresses of active club managers who are the top manager at their club, and be limited to managers who manage clubs in the state of Minnesota. Again, the surveys will be mailed out in late October as this time period was deemed the best considering the desire for a high response rate.

This is just a letter to inform you of the progress of this research endeavor. If you have any questions, commits, or concerns please notify me. My address at Stout is 207 South Hall Menomonie, WI 54751 or feel free to call me at 715-232-1627. I will be moving back to Stout in the end of August.

Thank you for your enthusiasm and participation in this research project.

Sincerely,

Scott Graff  
Former President of the Student Chapter  
of CMAA at the University of Wisconsin Stout

Scott Graff  
207 South Hall  
Menomonie, WI 54751

Todd Marsh  
Conway Farms GC  
425 S. Conway Farms Dr.  
Lake Forest, IL 60045

Dear Mr. Marsh,

I am the graduate student from the University of Wisconsin Stout who will be conducting research on the private clubs of Illinois, Minnesota, and Wisconsin. Not only will this research add to the body of knowledge concerning the private club industry, it will be useful in understanding job tenure, turnover, and job satisfaction as they relate to this segment of the hospitality industry.

Recently, I received the “ok” to send out the survey instrument from the graduate college and the three research committee members/professors who are involved in guiding me in this project. The survey instrument that I am sending you is in its ninth edition, yet I feel you may have some valuable comments as to its quality.

Please do not complete the survey instrument at this time, merely provide me with a critical review. Look for any questions that have been mistakenly left out or that have been included that you feel are irrelevant. Also, look for any questions that may need to be adjusted. Keep the following in mind when you review the survey. The objectives of the research include:

1. Determine the rate of upper-management turnover in the private clubs of Illinois, Minnesota, and Wisconsin.
2. Identify the organizational factors that led to long term employment of upper-management in the private clubs of Illinois, Minnesota, and Wisconsin.
3. Determine biographic factors that contribute to job tenure of upper-management in the private clubs of Illinois, Minnesota, and Wisconsin.
4. Investigate factors that contribute to job satisfaction of upper-management in the private clubs of Illinois, Minnesota, and Wisconsin.

Please feel free to write on the survey instrument any comments or suggests that you might have.

After you have critically reviewed the survey and made any comments and suggestion, please write a letter of endorsement. The letter of endorsement should encourage your chapter members to participate in this research project and be written on your chapter's or club's letterhead and signed by you. After I receive the endorsement letter, I will make photocopies of it for the mailing, which will take place in the last week of October.

Since I received your mailing list in early September, please let me know if any changes in the membership of the Greater Chicago chapter of CMAA have occurred that I should be aware of. Please send me this information at the above address by the middle of October.

Mr. Marsh, thank you for your assistance, participation, and encouragement in this research project.

Again the three things that I am requesting at this time include:

1. A critical review of the survey instrument.
2. A signed letter of endorsement that encourages the members of the Greater Chicago chapter to participate in this research endeavor.
3. Information as to any changes that may have occurred in the membership of the Greater Chicago chapter. (Keep in mind that I am only looking for the top manager of every CMAA member managed club in your chapter).

Your dedicated graduate student,

Scott Graff  
Former President of the Student Chapter  
of CMAA at the University of Wisconsin Stout

Please circle the most appropriate answer.

**1. Gender?**

1. Male    2. Female

**2. Age range?**

1. 20-25    2. 26-30    3. 31-35    4. 36-40    5. 41-45    6. 46-50    7. 51-55    8. 56-60    9. 61 and older

**3. How many children do you have?**

1. No children    2. One child    3. Two children    4. Three children    5. Four or more children

**4. What is the highest level of formal education that you have completed?**

1. High school    2. Some college    3. Bachelor's degree    4. Some graduate work    5. Masters degree

**5. Are you a Certified Club Manager (CCM)?**

1. Yes    2. No

**6. How many years have you been employed in your present position at your current club?**

1. 0-1 years    2. 1-2 years    3. 2-3 years    4. 3-4 years    5. 4-5 years    6. 5-6 years    7. 6 years or longer

**7. How many clubs have you managed?**

1. One club    2. Two clubs    3. Three clubs    4. Four clubs    5. Five clubs or more

**8. How many years of experience do you have in the club industry?**

1. 1-3 years    2. 4-6 years    3. 7-9 years    4. 10-12 years    5. 13-15 years    6. 16 years or longer

**9. Do you have a written contract that clearly states your role and responsibilities?**

1. Yes    2. No (If no, skip to question number 11)

**10. If you have a contract, how often is it renewed?**

1. Once a year    2. Every two years    3. More than every two years

**11. What type of club do you manage?**

1. Country    2. Golf    3. City/Athletic    4. Yacht/Boating    5. Other\_\_\_\_\_

**12. The ownership status of the club you manage would best be described as:**

1. Members owned    2. Developer owned    3. Other\_\_\_\_\_

**13. How many members does your club have?**

1. 200 or less    2. 201-400    3. 401-600    4. 601-800    5. 801-1000    6. 1001 or more

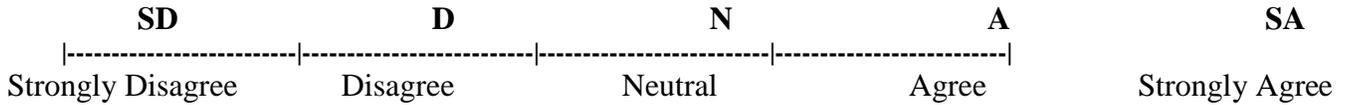
**14. How many different committees are involved in governing at your club?**

1. 1-2 committees    2. 3-4    3. 5-6    4. 7-8    5. 9-10    6. 11 or more committees

**15. The tax status of the club in which you manage would best be described as:**

1. Tax exempt    2. Non-tax exempt

**Please rate the following statement regarding your level of agreement. Use the following key to answer questions 16-44.**



- |  |    |   |   |   |    |
|--|----|---|---|---|----|
| <b>16. I feel a sense of loyalty to this club.</b>                             | SD | D | N | A | SA |
| <b>17. I would recommend working here to others.</b>                           | SD | D | N | A | SA |
| <b>18. I am satisfied with my job.</b>   | SD | D | N | A | SA |
| <b>19. I enjoy coming to work.</b>   | SD | D | N | A | SA |
| <b>20. I plan on looking for work outside this club in the near future.</b>    | SD | D | N | A | SA |
| <b>21. If I were offered a similar job outside this club, I would take it.</b> | SD | D | N | A | SA |
| <b>22. What I do at work is as important to me as the money I earn.</b>        | SD | D | N | A | SA |
| <b>23. I look for ways to do my job better.</b>                                | SD | D | N | A | SA |
| <b>24. To satisfy some people at my job, I have to upset others.</b>           | SD | D | N | A | SA |
| <b>25. On my job, I find it hard to satisfy everyone at the same time.</b>     | SD | D | N | A | SA |
| <b>26. I know what is expected of me at my job.</b>                            | SD | D | N | A | SA |
| <b>27. My job responsibilities are clearly defined.</b>                        | SD | D | N | A | SA |
| <b>28. I have enough time to get everything done on my job.</b>                | SD | D | N | A | SA |
| <b>29. I have too much work to do everything well on my job.</b>               | SD | D | N | A | SA |
| <b>30. My work is too stressful.</b>   | SD | D | N | A | SA |
| <b>31. I feel burned out at work.</b>  | SD | D | N | A | SA |
| <b>32. I am satisfied with my current salary.</b>                              | SD | D | N | A | SA |
| <b>33. I am satisfied with my current prospects for job advancement.</b>       | SD | D | N | A | SA |
| <b>34. I have a good working relationship with the board of directors.</b>     | SD | D | N | A | SA |
| <b>35. I have a good working relationship with the membership.</b>             | SD | D | N | A | SA |
| <b>36. I have a good working relationship with the department heads.</b>       | SD | D | N | A | SA |
| <b>37. I have a good working relationship with the employees.</b>              | SD | D | N | A | SA |
| <b>38. I feel appreciated at my job.</b>                                       | SD | D | N | A | SA |
| <b>39. I am committed to my job.</b>   | SD | D | N | A | SA |
| <b>40. My job requires me to use all of my talents.</b>                        | SD | D | N | A | SA |
| <b>41. I find my job challenging.</b>  | SD | D | N | A | SA |

42. I have a great deal of job autonomy. That is, my job permits me to decide on my own how to go about doing my job. SD D N A SA

43. I have the opportunity to discuss my performance with the club president. SD D N A SA

44. Several of the members seek preferential treatment. SD D N A SA

45. Frequent change of positions in upper-management at different clubs improves ones career. SD D N A SA

46. On a scale of one to five, how much conflict do you encounter with board members?

(Very Little) (Some) (A Great Deal)

1 2 3 4 5

47. On a scale of one to five, how much conflict do you encounter with the general membership?

(Very Little) (Some) (A Great Deal)

1 2 3 4 5

48. How do you feel about your level of compensation to the following criteria?

**Compensated**

(Under) (Adequately) (Over)

(a) Compared to the effort you put into your job. 1 2 3 4 5

(b) Compared to your qualifications. 1 2 3 4 5

(c) Compared to your impact on the effectiveness of the club. 1 2 3 4 5

49. Does your club provide housing or a housing allowance?

1. Yes 2. No

50. Why did you leave your previous club manager job?

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51. List in order the five main reasons club managers leave their jobs and/or experience turnover.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

**52. List three things, which would strongly encourage you to stay at your present club.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Please check to see if you have answered every applicable question. Then return the completed questionnaire in the stamped return envelope provided.**

I understand that by returning the/this questionnaire, I am giving my informed consent as a participating volunteer in this study. I understand the basic nature of the study and agree that any potential risks are exceedingly small. I also understand the potential benefits that might be realized from the successful completion of this study. I am aware that the information is being sought in a specific manner so that no identifiers are needed and so that confidentiality is guaranteed. I realize that I have the right to refuse to participate and that my right to withdraw from participation at any time during the study will be respected with no coercion or prejudice.

Note: Questions or concerns about participation in the research or subsequent complaints should be addressed first to the researcher, Scott M. Graff, 207 South Hall, Menomonie, WI 54751, phone (715) 232-1627, or research advisor, Joseph Holland J.D. (715) 232-1995, and second to Ted Knous, Chair, UW-Stout Institutional Review Board for the Protection of Human Subjects in Research, 11 HH, UW-Stout, Menomonie, WI 54751, phone (715) 232-1126.

Scott Graff  
207 South Hall  
Menomonie, WI 54751

Mike Paddock  
Chenequa Country Club  
6250 North Highway 83  
Hartland, WI 53029

Dear Mike Paddock,

I am writing to update you on my research project. As of December 1<sup>st</sup>, I have received about 135 of the 223 surveys that were mailed on November 1<sup>st</sup>. This has resulted in a response rate that exceeds 60 percent. The majority of graduate students here at Stout would be very pleased if their studies were able to obtain even a 30 percent response rate, so I am ecstatic.

Please read this letter at the next Badger chapter meeting if possible. I greatly appreciate your time and effort in completing the survey and would like to thank all of you for your participation. Currently I am inputting the data from the survey into the computer, so I can run the necessary statistics. If you have not completed your survey yet, please do so as soon as possible. The higher the response rate that is achieved will increase the quality of the study. By April, I hope to have the remaining sections of the thesis written and plan on graduating in May. I will mail your chapter a copy of the completed work by the end of June and will include an executive summary.

Again, thank you for your participation in this research project, and if you have not yet responded please do so as soon as possible.

Your dedicated graduate student,

Scott Graff  
Former President of the Student Chapter  
of CMAA at the University of Wisconsin Stout

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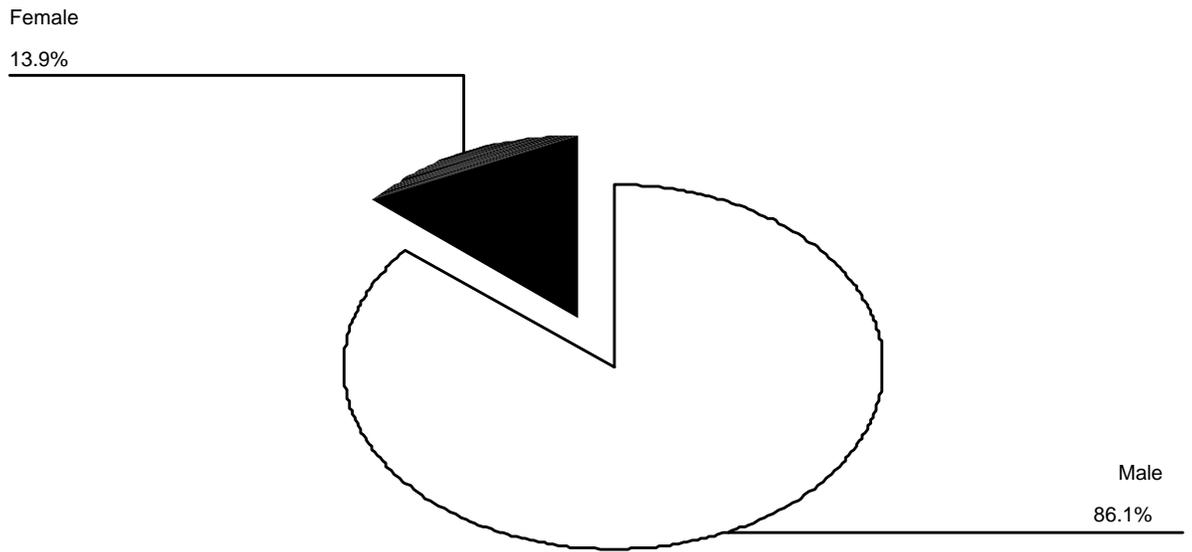
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**Tables of Non-significant Findings**

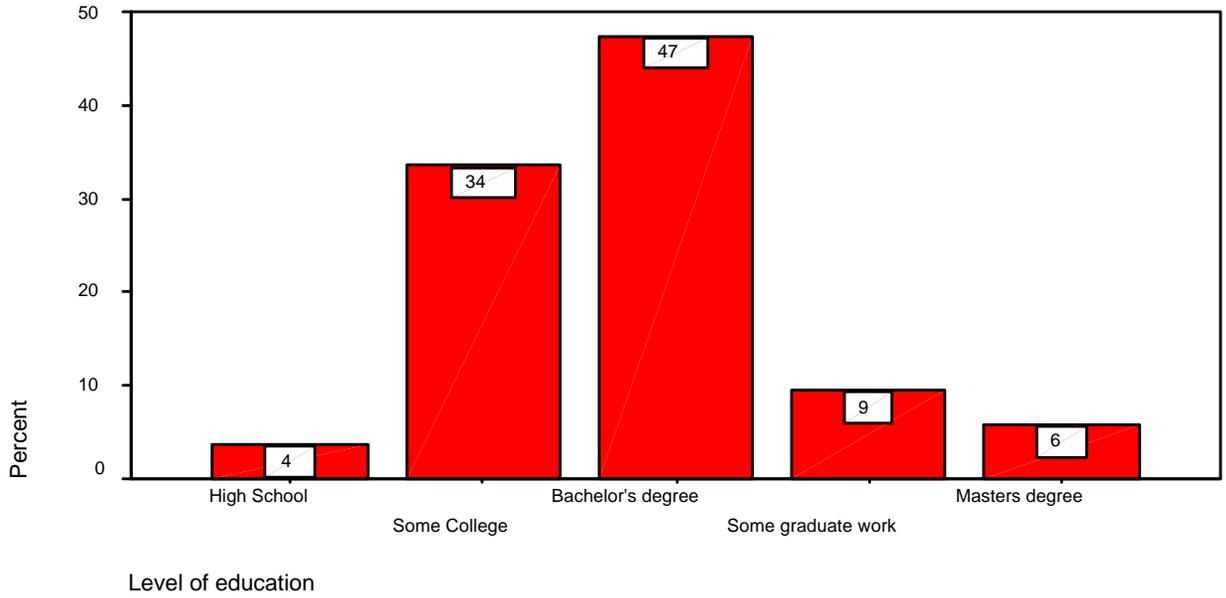
Table 2

Gender

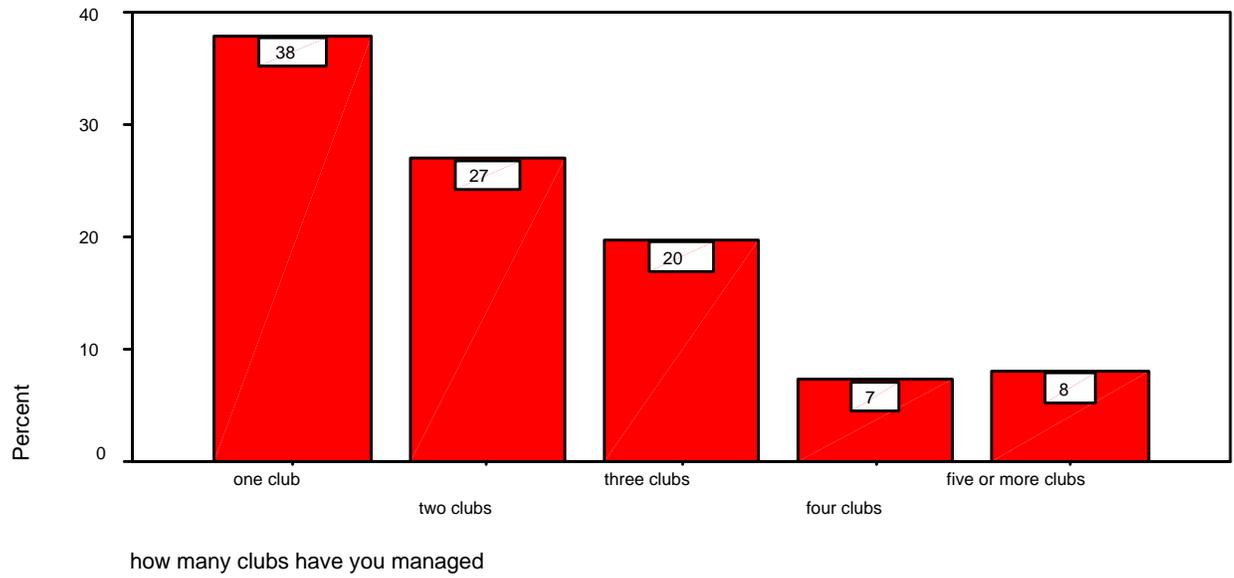


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Table 5



**Table 8**



**Table 10**

**Contract**

	Frequency	Valid Percent

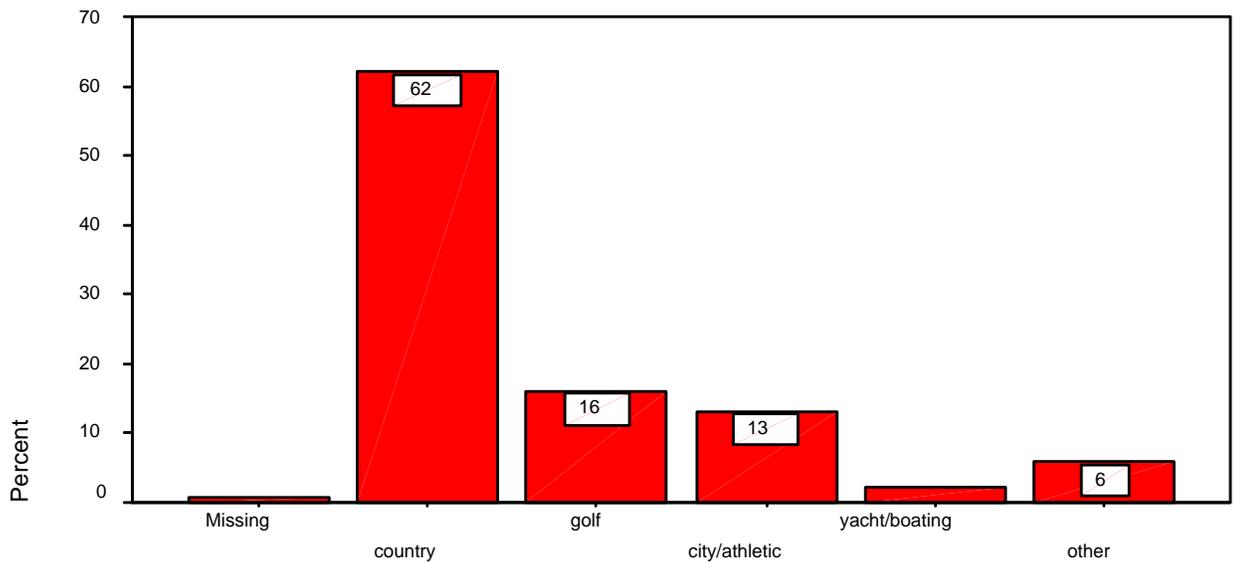
Yes	60	45
No	74	55
Missing/Non-response	3	
Total	137	100

**Table 11**

**How frequently is your contract renewed**

	Frequency	Percent	Valid Percent
Once a year	24	18	40
Every two years	9	7	15
More than every two years	27	20	45
Respondents without contracts	74	54	
Missing/Non-response	3	2	
Total	137	100	100

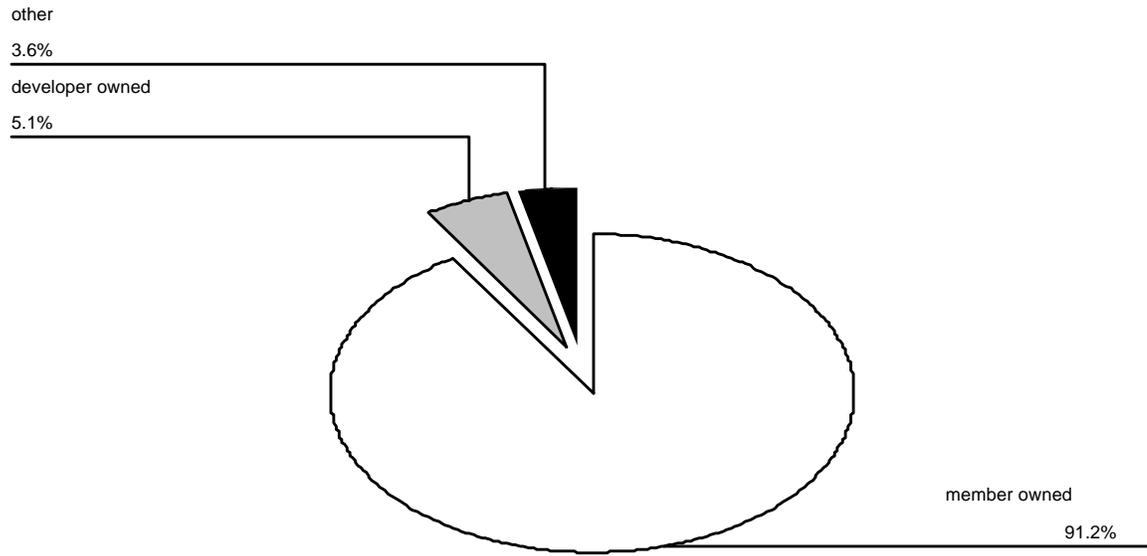
**Table 12**



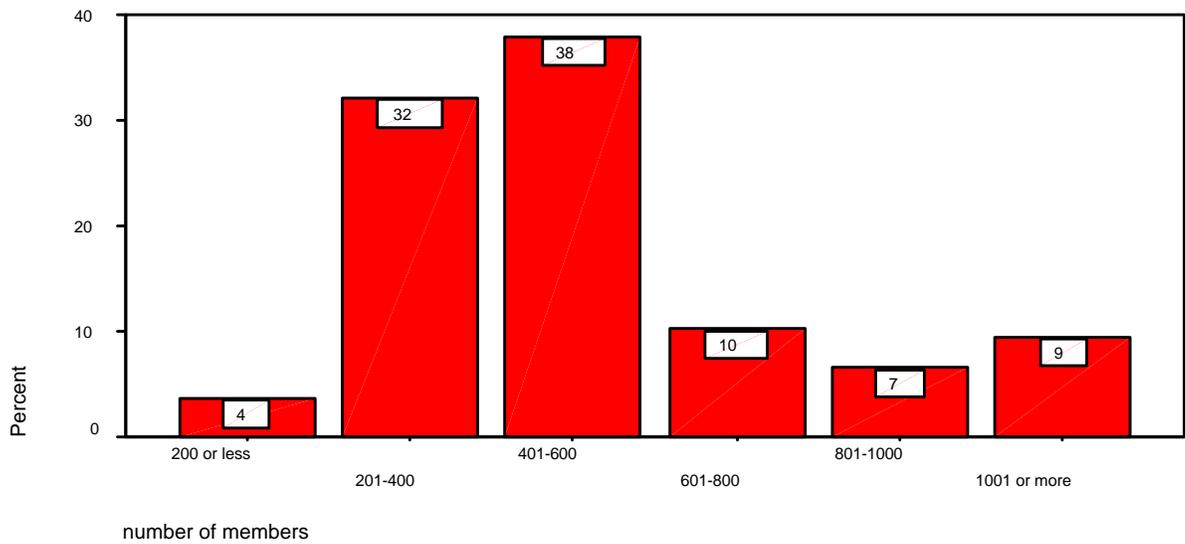
what type of club do you manage

**Table 13**

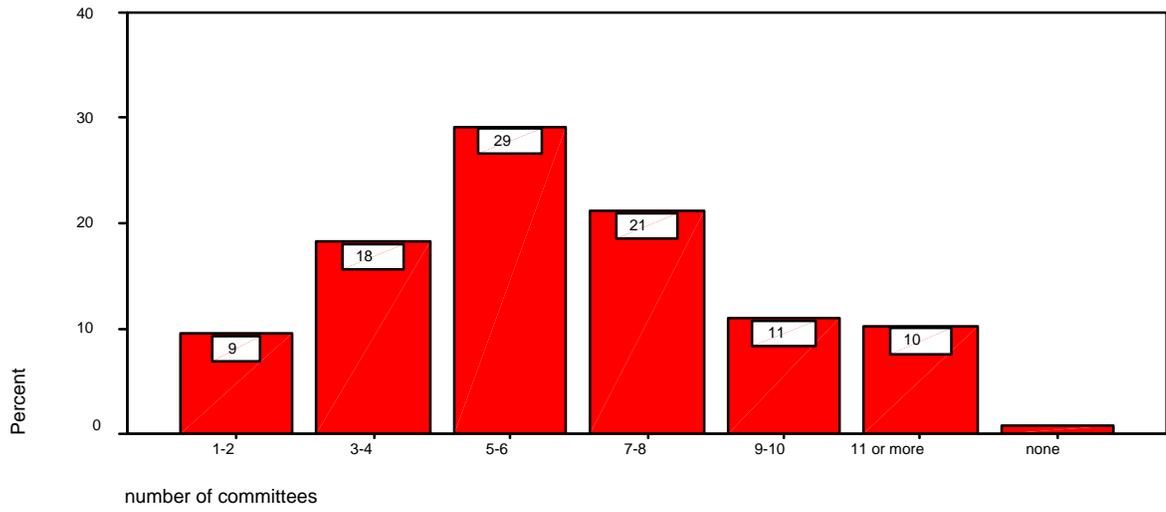
### Club's ownership status



**Table 14**



**Table 15**

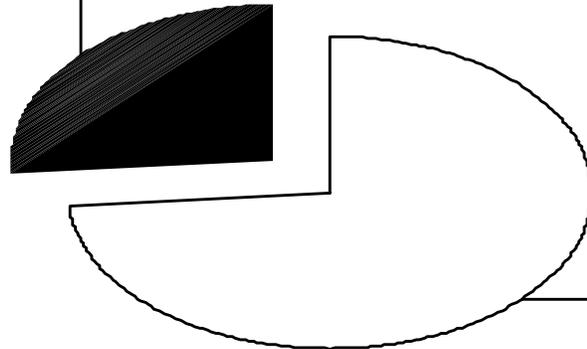


**Table 16**

**Tax status of club**

non-tax exempt

26.3%



tax exempt

73.7%

**Table 19**

**satisfied with job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	6	4.4	4.4	5.1
	Neutral	8	5.8	5.8	10.9
	Agree	73	53.3	53.3	64.2
	Strongly Agree	49	35.8	35.8	100.0
	Total	137	100.0	100.0	
Total		137	100.0		

**Table 20**

**I enjoy coming to work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.2	2.2	2.2
	Disagree	1	.7	.7	2.9
	Neutral	7	5.1	5.1	8.1
	Agree	67	48.9	49.3	57.4
	Strongly Agree	58	42.3	42.6	100.0
	Total	136	99.3	100.0	
Missing	System Missing	1	.7		
	Total	1	.7		
Total		137	100.0		

**Table 22**

**Would accept a similar offer outside club**

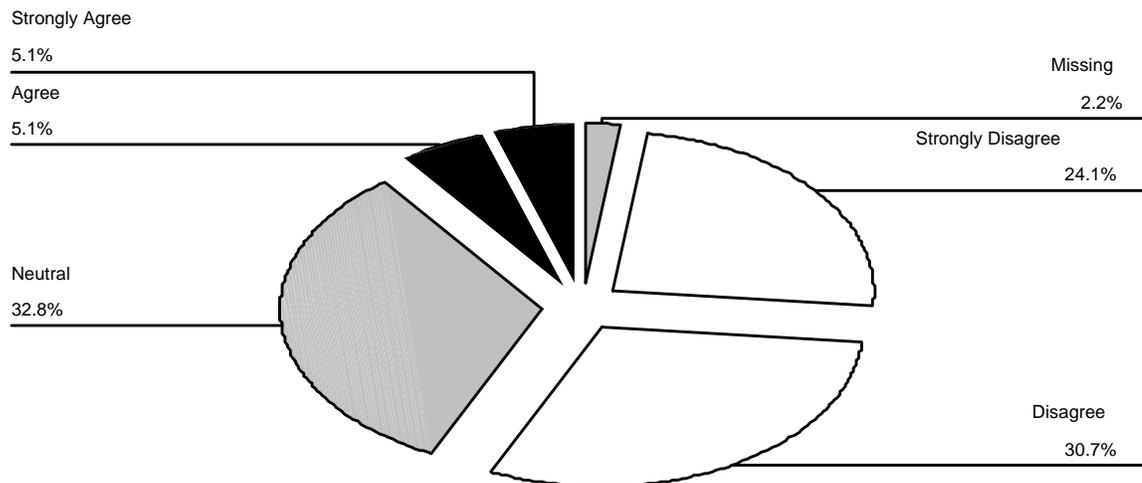


Table 23

**What I do at work is as important to me as the money I earn**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	3	2.2	2.2	3.0
	Neutral	23	16.8	17.0	20.0
	Agree	61	44.5	45.2	65.2
	Strongly Agree	47	34.3	34.8	100.0
	Total	135	98.5	100.0	
Missing	System Missing	2	1.5		
	Total	2	1.5		
Total		137	100.0		

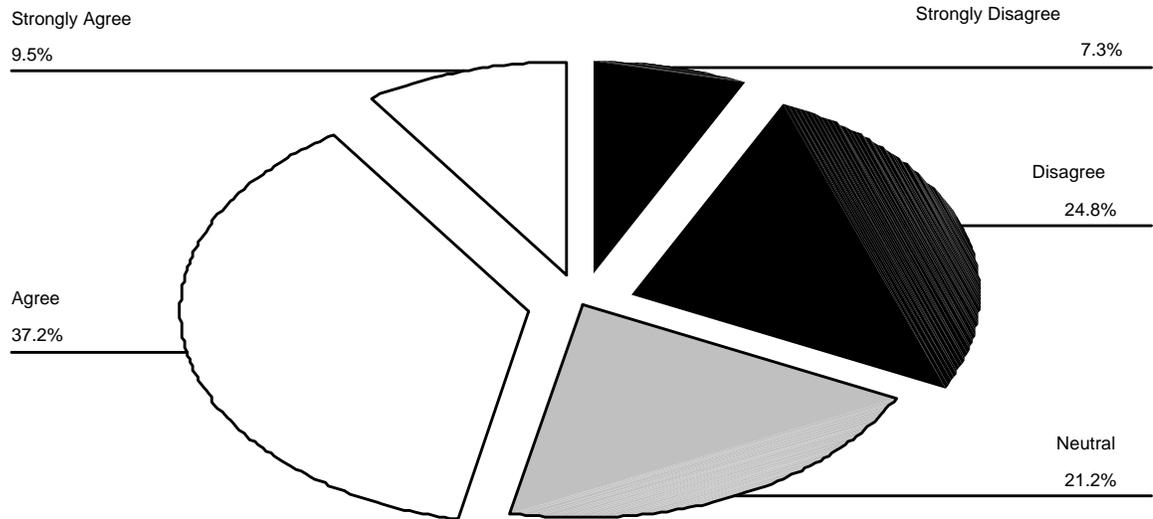
Table 24

**I look for ways to do my job better**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	1.5	1.5	1.5
	Agree	62	45.3	45.3	46.7
	Strongly Agree	73	53.3	53.3	100.0
	Total	137	100.0	100.0	
Total		137	100.0		

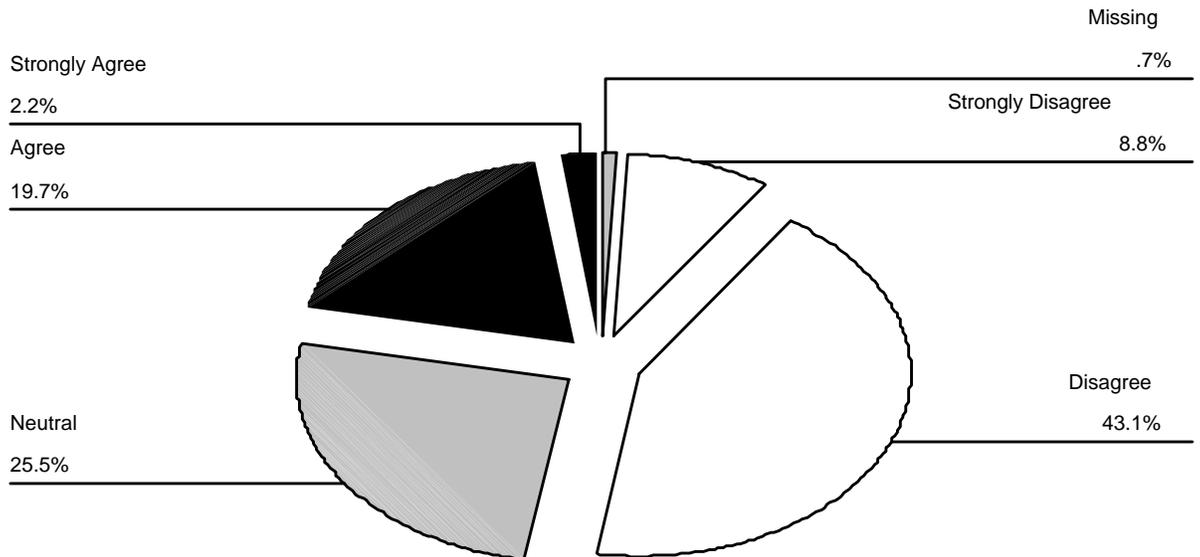
**Table 29**

**Enough time to complete tasks at work**

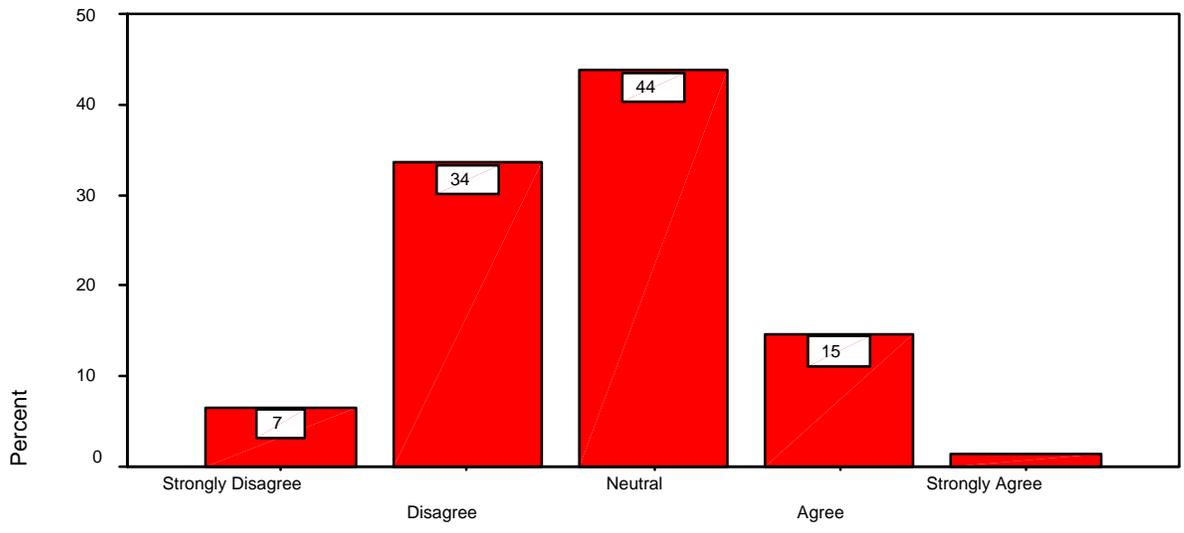


**Table 30**

**Enough time at work to complete all their work well**

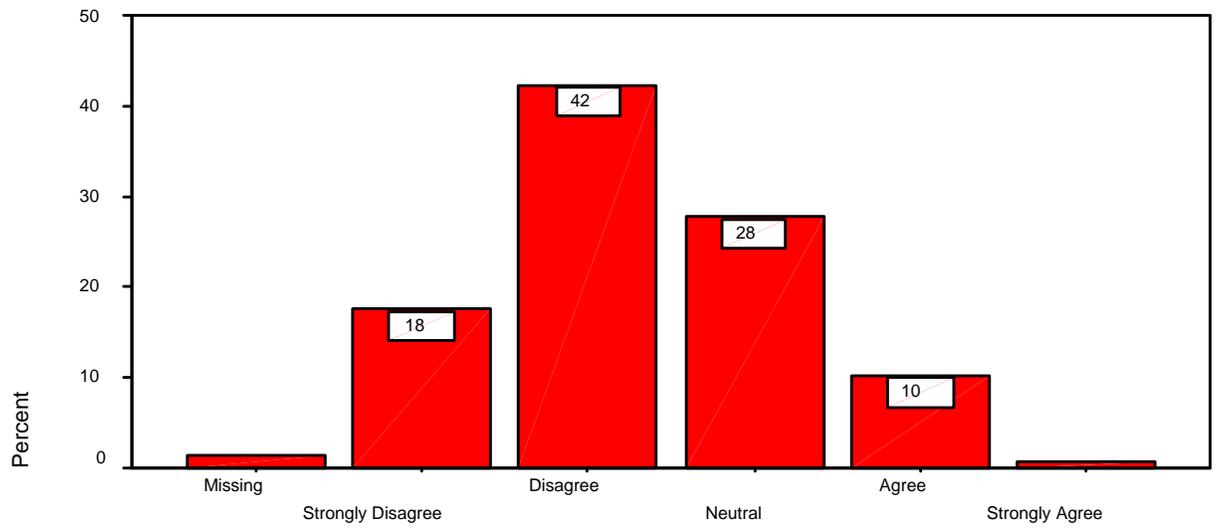


**Table 31**



My work is too stressful

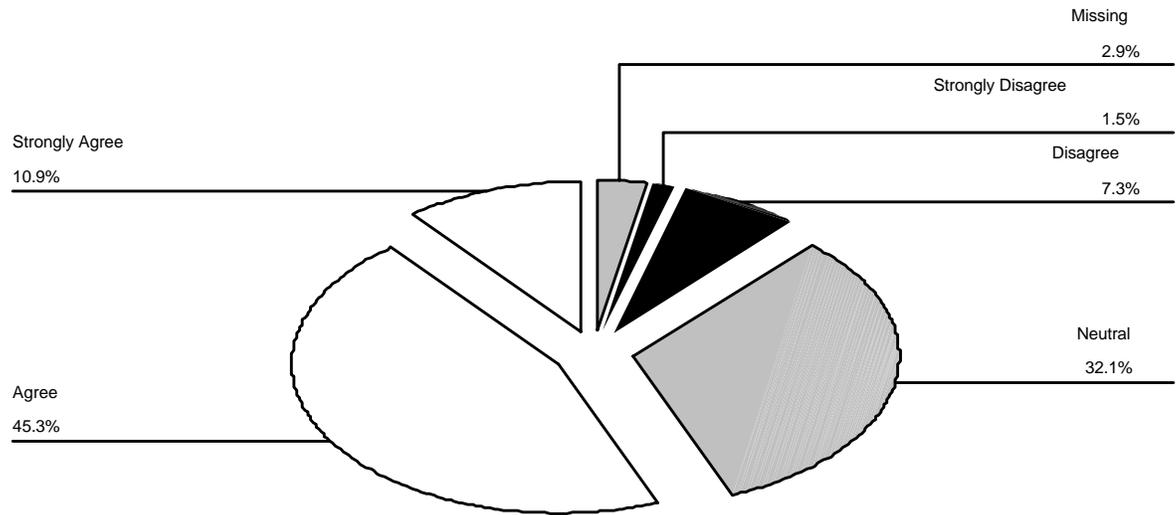
**Table 32**



I feel burned out at work

**Table 34**

Satisfied with prospects for job advancement



**Table 35**

**I have a good working relationship with the board of directors**

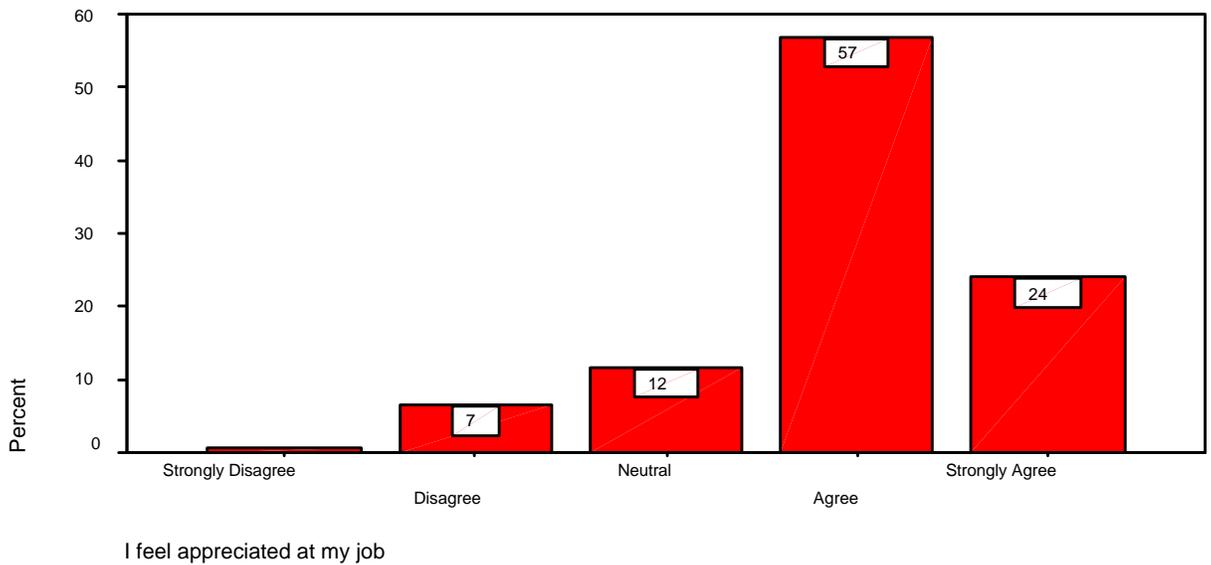
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	1.5	1.5	1.5
	Neutral	11	8.0	8.1	9.6
	Agree	64	46.7	47.1	56.6
	Strongly Agree	59	43.1	43.4	100.0
	Total	136	99.3	100.0	
Missing	System Missing	1	.7		
	Total	1	.7		
Total		137	100.0		

**Table 38**

**I have a good working relationship with the employees**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	7	5.1	5.1	5.1
	Agree	74	54.0	54.4	59.6
	Strongly Agree	55	40.1	40.4	100.0
	Total	136	99.3	100.0	
Missing	System Missing	1	.7		
	Total	1	.7		
Total		137	100.0		

Table 39



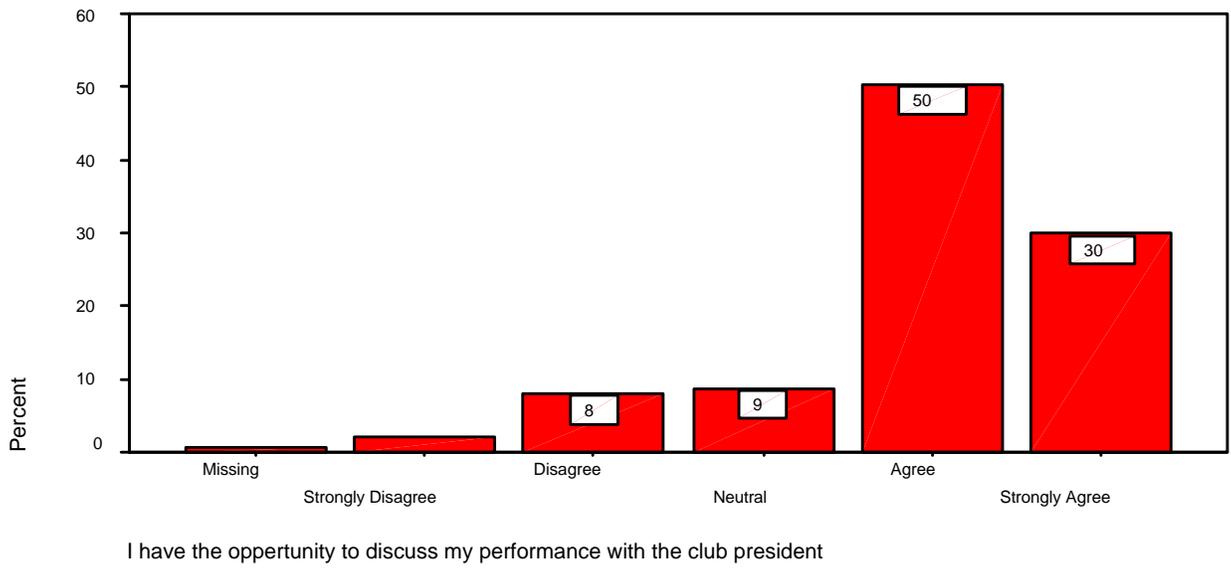
**Table 40****I am committed to my job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	2	1.5	1.5	2.2
	Neutral	5	3.6	3.6	5.8
	Agree	62	45.3	45.3	51.1
	Strongly Agree	67	48.9	48.9	100.0
	Total	137	100.0	100.0	
Total		137	100.0		

**Table 42****I find my job challenging**

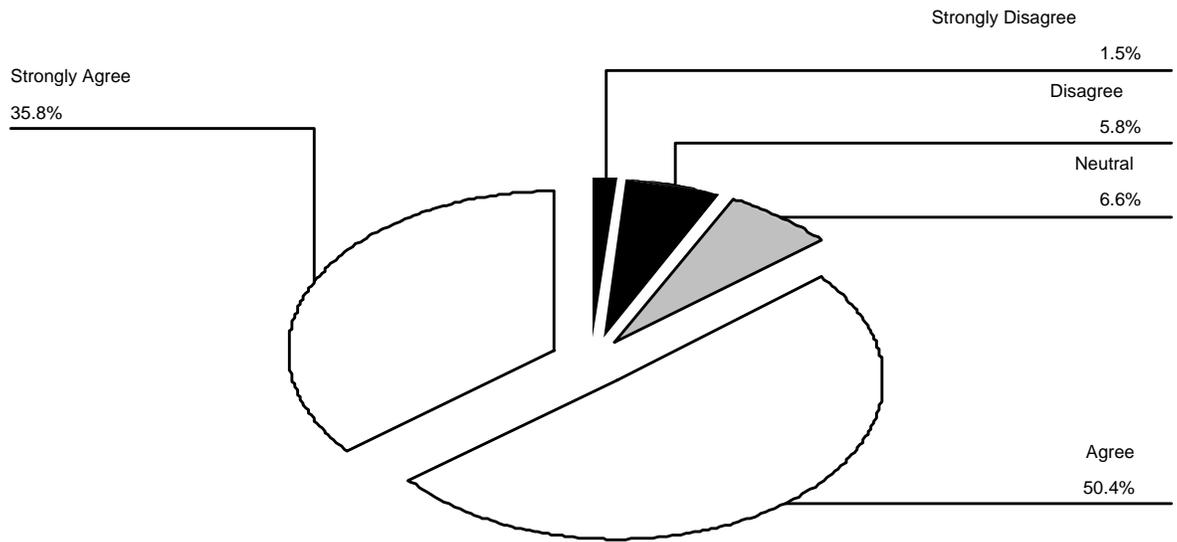
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	3.6	3.7	3.7
	Neutral	11	8.0	8.1	11.8
	Agree	71	51.8	52.2	64.0
	Strongly Agree	49	35.8	36.0	100.0
	Total	136	99.3	100.0	
Missing	System Missing	1	.7		
	Total	1	.7		
Total		137	100.0		

**Table 44**

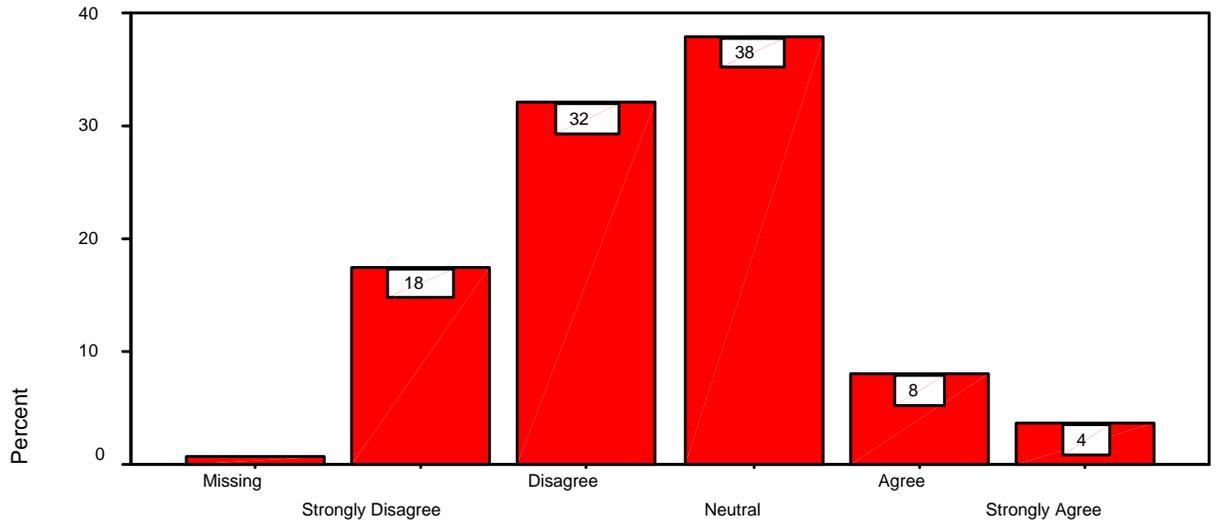


**Table 45**

**Several members seek preferential treatment**



**Table 46**



Frequent change of positions improves one's career

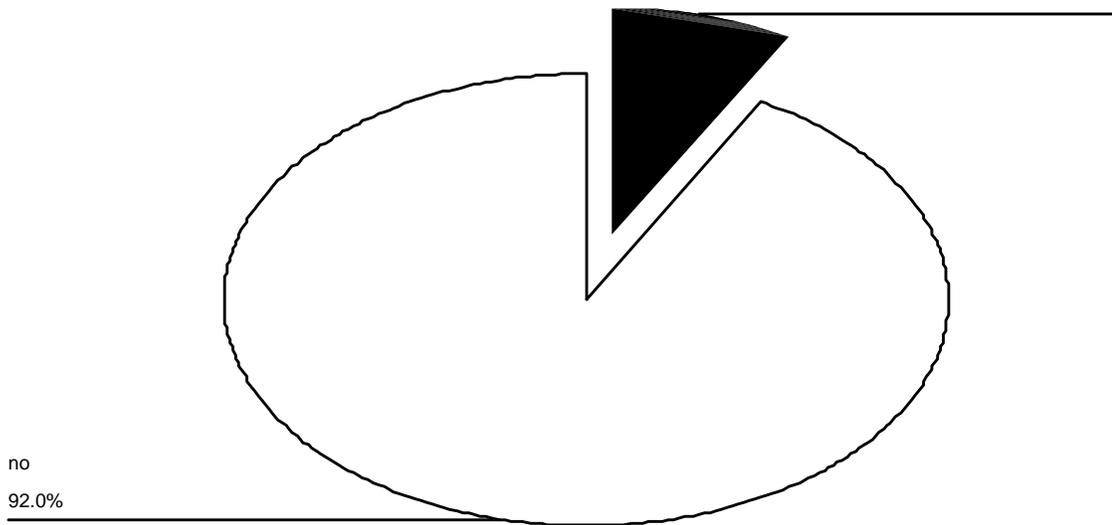
**Table 47**

**How much conflict do you encounter with board members**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very little	63	46.0	46.7	46.7
	Between very little and some	39	28.5	28.9	75.6
	Some	27	19.7	20.0	95.6
	Between some and a great deal	3	2.2	2.2	97.8
	A great deal	3	2.2	2.2	100.0
	Total		135	98.5	100.0
Missing	System Missing	2	1.5		
	Total	2	1.5		
Total		137	100.0		

**Table 52**

**Club provides housing or a housing allowance**



**Age Range \* Tenure, Short vs. Long Crosstabulation**

Count		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
Age Range	20-25	1		1
	26-30	5		5
	31-35	9	4	13
	36-40	17	10	27
	41-45	12	17	29
	46-50	7	18	25
	51-55	10	13	23
	56-60	4	5	9
	61-		4	4
Total		65	71	136

**number of years in club industry \* Tenure, Short vs. Long Crosstabulation**

Count		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
number of years in club industry	1-3	7		7
	4-6	12	4	16
	7-9	14	10	24
	10-12	7	6	13
	13-15	10	10	20
	16years or longer	16	41	57
Total		66	71	137

**My job responsibilities are clearly defined \* Tenure, Short vs. Long Crosstabulation**

Count		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
My job responsibilities are clearly defined	Strongly Disagree	1		1
	Disagree	8	4	12
	Neutral	22	8	30
	Agree	21	30	51
	Strongly Agree	13	29	42
Total		65	71	136

**I am satisfied with my current salary \* Tenure, Short vs. Long Crosstabulation**

Count		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
I am satisfied with my current salary	Strongly Disagree	3	3	6
	Disagree	23	8	31
	Neutral	16	12	28
	Agree	22	33	55
	Strongly Agree	2	14	16
Total		66	70	136

**sense of loyalty to club \* Tenure, Short vs. Long Crosstabulation**

Count		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
sense of loyalty to club	Disagree	4		4
	neutral	3	1	4
	Agree	29	20	49
	Strongly Agree	30	50	80
	Agree			
Total		66	71	137

**Are you a CCM \* Tenure, Short vs. Long Crosstabulation**

Count		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
Are you a CCM	no	51	38	89
	yes	15	33	48
Total		66	71	137

**How do you feel about your level of compensation as compared to the effort you put into your job \* Tenure, Short vs. Long Crosstabulation**

Count		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
How do you feel about your level of compensation as compared to the effort you put into your job	Under Compensated	4	2	6
	Between Under Compensated and Adequately Compensated	27	14	41
	Adequately Compensated	31	45	76
	Between Adequately Compensated and Over Compensated	3	10	13
	Over Compensated	1		1
Total		66	71	137

**I know what is expected of me at my job \* Tenure, Short vs. Long  
Crosstabulation**

Count

		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
I know what is expected of me at my job	Strongly Disagree	1		1
	Disagree	1	2	3
	Neutral	8	4	12
	Agree	40	28	68
	Strongly Agree	16	37	53
Total		66	71	137

**Looking for work outside club in near future \* Tenure, Short vs. Long  
Crosstabulation**

Count

		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
Looking for work outside club in near future	Strongly Disagree	12	35	47
	Disagree	20	12	32
	Neutral	18	14	32
	Agree	11	5	16
	Strongly Agree	5	5	10
Total		66	71	137

**recommend working here to others \* Tenure, Short vs. Long Crosstabulation**

Count

		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
recommend working here to others	Disagee	1		1
	Neutral	5	5	10
	Agree	34	19	53
	Strongly Agree	25	47	72
Total		65	71	136

**On my job, I find it hard to satisfy everyone at the same time \* Tenure, Short vs. Long Crosstabulation**

Count

		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
On my job, I find it hard to satisfy everyone at the same time	Strongly Disagree	1	4	5
	Disagree	5	9	14
	Neutral	9	16	25
	Agree	34	33	67
	Strongly Agree	17	9	26
<b>Total</b>		<b>66</b>	<b>71</b>	<b>137</b>

**How do you feel about your level of compensation as compared to your qualifications \* Tenure, Short vs. Long Crosstabulation**

Count

		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
How do you feel about your level of compensation as compared to your qualifications	Under Compensated	8	2	10
	Between Under Compensated and Adequately Compensated	21	16	37
	Adequately Compensated	32	44	76
	Between Adequately Compensated and Over Compensated	4	9	13
	Over Compensated	1		1
<b>Total</b>		<b>66</b>	<b>71</b>	<b>137</b>

**I have a good working relationship with the department heads \* Tenure, Short vs. Long Crosstabulation**

Count

		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
I have a good working relationship with the department heads	Neutral	5	1	6
	Agree	39	34	73
	Strongly Agree	22	35	57
<b>Total</b>		<b>66</b>	<b>70</b>	<b>136</b>

**I have a great deal of job autonomy \* Tenure, Short vs. Long Crosstabulation**

Count

		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
I have a great deal of job autonomy	Strongly Disagree	1		1
	Disagree	3	1	4
	Neutral	10	7	17
	Agree	33	33	66
	Strongly Agree	19	30	49
Total		66	71	137

**My job requires me to use all of my talents \* Tenure, Short vs. Long Crosstabulation**

Count

		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
My job requires me to use all of my talents	Strongly Disagree	2		2
	Disagree	5	3	8
	Neutral	5	4	9
	Agree	35	34	69
	Strongly Agree	19	30	49
Total		66	71	137

**To satisfy some people at my job, I have to upset others \* Tenure, Short vs. Long Crosstabulation**

Count

		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
To satisfy some people at my job, I have to upset	Strongly Disagree	1	9	10
	Disagree	11	13	24
	Neutral	14	13	27
	Agree	29	30	59
	Strongly Agree	10	6	16
Total		65	71	136

**I have a good working relationship with the membership \* Tenure, Short vs. Long Crosstabulation**

Count

		Tenure, Short vs. Long		Total
		Short Tenured	Long Tenured	
I have a good working relationship with the membership	Disagree	1		1
	Neutral	7	1	8
	Agree	36	39	75
	Strongly Agree	22	30	52
Total		66	70	136



