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## Identifying the Components of Job Satisfaction Attributes: A Focus on Private Club Managers

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## **Abstract**

The objectives of this study were to determine job attribute factors affecting overall job satisfaction and satisfaction factors predicting intention to choose and stay within a current job among managers of private clubs in the U.S. The findings indicate that selfworth and salary and benefits are significantly related to the overall job satisfaction. In addition, overall job satisfaction was a strong predictor for private club managers' intention to choose the current job held, if given a second chance

# Identifying the Components of Job Satisfaction Attributes: A Focus on Private Club Managers

By Mehmet Erdem and Seonghee Cho

*The objectives of this study were to determine job attribute factors affecting overall job satisfaction and satisfaction factors predicting intention to choose and stay within a current job among managers of private clubs in the U.S. The findings indicate that self-worth and salary and benefits are significantly related to the overall job satisfaction. In addition, overall job satisfaction was a strong predictor for private club managers' intention to choose the current job held, if given a second chance.*

## Introduction:

The private club industry represents a crucial segment of the hospitality industry. (Perdue, 1997.) There are over 12,000 clubs in the U.S. (Gustafson, 2002.) Of those, over 3,000 are members of Club Managers Association of America (CMAA) and they generated gross revenue of \$14 billion and hired 289,821 employees by early 2007. Total payroll for all clubs was \$4.19 billion by the end of 2006. (CMAA, 2003.) According to CMAA, club operations generate \$2.5 billion for state economies in the U.S. The average club spends \$1.05 million in the local community, \$1.2 million within the state as a whole, and typically contributes \$150,773 in property taxes. (/cmaa.org, 2007.)

One of areas of continuing concern in the club industry has been high turnover rates as in other hospitality industry segments which have witnessed high labor turnover rates over several decades due to labor intensity and long working hours. The average turnover rates in the hospitality range from 32% to 300%. (Fortino and Ninemeier, 1996.) Cho, Woods, Jang and Erdem's study (2006) reported 115% of turnover among non-managerial employees and 35% for managerial employees in lodging and restaurant industries. In 2002, Gustafson (2002) surveyed 200 private clubs in the U.S. and reported an average of 75% turnover rate. The cost of turnover was estimated at approximately 30% of an individual's annual salary. (Hinkin and Tracey, 2000.) Given this information and the total payroll, the cost of turnover rate for the club industry can reach up to \$1 million per year.

New managers in private clubs attribute their departure to salary issues and consequent job dissatisfaction. (Samuels, 2001.) Pavesic and Brymer (1990) surveyed young managers and found that the managers often cited quality of life issues and a lack of recognition, which described as issues relating to job satisfaction, for leaving the hospitality industry. Woods, Heck, and Sciarini (1998) stated the ten most cited causes of turnover, (1) rate of pay, (2) communication problems, (3) lack of advancement opportunities, (4) lack of recognition for a job well done, (5) conflict with management, (6) better pay elsewhere, (7) increases of pay in other industries, (8) low unemployment, (9) a strong local or regional economy, and (10) low quality of employees overall.

Although job satisfaction is an important issue for the club industry, little empirical study has focused on exploring and identifying components of club managers' job satisfaction and effects of the job satisfaction components on employment intention. The study by Schmidgall and DeFranco (2004), one of the few studies that focused on this subject, explored possible job attributes that affect club financial executives' job satisfaction. However, their study focused on a narrow scope of employees, financial executives and also did not examine outcomes of job satisfaction for clubs. Given the limited research in this area and the pressing need to further examine job satisfaction and turnover issues in the private club industry, the purpose of this study is to identify job attributes on job satisfaction of club managers and examine the relationship between these attributes and job satisfaction. In addition, this study examines the relationship between job satisfaction and club managers' intention to choose their current job held again if given a second chance.

## Job Satisfaction in Hospitality

Since the Hawthorne's study, job satisfaction has been claimed as a major motivator of high job performance. In one of the influential reports on job satisfaction and job performance, Brayfield and Crockett, (1955) reviewed studies regarding the job satisfaction and behavioral outcomes such as accident rates, absenteeism, and turnover. They did not find any strong relationship between job satisfaction and the behavioral outcomes while others (Locke, 1970) presented different findings on this subject. The basic proposition of the linkage between job satisfaction and job performance is attributed to the assumption that attitudes lead to behavior. (Judge, Thoresen, Bono and Patton, 2001.) This proposition assures that

once we know how satisfied employees are at the workplace, we can find out whether employees will perform better at work, will quit working for their company, or will be absent at work.

Related attributes to job satisfaction have been extensively researched and it was reported that as early as the mid 1970's there were over 3,350 studies written on this subject. (Spector, 1997.) Past research has revealed that the 'fit' a person has with the immediate environment is significantly correlated with job satisfaction and it was suggested that the findings validate the need to examine job satisfaction matters in specific occupational fields to fill gaps that may exist in the research. (Assouline and Meir, 1985.)

Mobley, Sims, Szilagyi and Keller (1976) established that job attributes such as task identity, autonomy, variety of job related activities, opportunities for friendship, interactions with others, and feedback are related to job satisfaction in the workplace. In a related study, research conducted on foodservice managers determined whether workplace attributes such as achievement, independence, social status, recognition, creativity, and advancement have a significant impact on job satisfaction. (Ghiselli, LaLop and Bai, 201.) Guimaraes (1996) states that job satisfaction represents an affective and attitudinal response to specific aspects of the job. He further argues that employee job satisfaction can be interpreted as a positive attitude towards an organization and that it has a direct influence on employees' intentions to leave. Schmidgall and DeFranco (2004) identified the top five important factors to club financial executives as job security, feeling of self-esteem obtained from the position, opportunity for independent thought and action, salary, and pension, 401k plan, etc. while the top five job attributes of satisfaction as job security, opportunity to give assistance to others, opportunity for independent thought and action, responsibility given to position, authority connected to position, and flexible work time. However, as mentioned earlier, the study did not reveal whether any of the items had a positive or negative impact on turnover or intention to stay with the organization.

The aforementioned studies underline the importance of job satisfaction for the vitality of the workplace and support the ongoing need and potential contribution for further job satisfaction related studies in other disciplines and occupations, such as private club management.

Turnover and intention to depart a company have been emphasized as potential behavioral outcomes of job satisfaction. In the study of Crandall, Emeneiser, Parnell, and Jones (1996), the relationship among job satisfaction, intentions of leaving, and turnover were examined. The authors found that job satisfaction was the most important factor for predicting intention to leave and turnover. The model developed by Hom and Griffeth (1991) depicts that job satisfaction decreases withdrawal cognitions, which has negative effects on turnover. In their study, withdrawal cognitions are explained as thoughts of leaving an organization and intentions to seek for another job. Once employees have thought about leaving an organization and about seeking another job, they are more likely to leave the company.

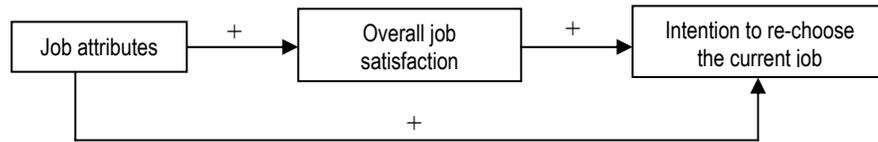
Numerous researchers have emphasized and determined reasons why people leave a company through investigating job satisfaction. Yet, researchers have not investigated the reasons why people want to stay. Some researchers argued that scholars have pursued the wrong direction about people's outflow from an organization because it is easy to measure and thus dominated the way of thinking. Waldman and Arora (1971) suggested researchers should focus on reasons why people choose to stay within an organization. It is implied that organizations are more interested in finding the factors that influences employees to stay within that particular organization. A similar approach to the study of this subject could be to determine the circumstances when employees would choose their current job held or workplace again if given a second chance. Thus, the focus of this study is to investigate the intention or willingness to re-choose the job an employee is currently holding.

Therefore, the following three hypotheses were developed based on the review of related literature on job satisfaction:

- H1: There will be job attributes significantly affecting club managers' job satisfaction.
- H2: Club managers' job satisfaction will significantly affect the intention to re-choose the current job held if given a second chance.
- H3: There will be job attributes significantly affecting club managers' intention to re-choose the current job if given a second chance.

Figure 1 shows the proposed model of the relationships between job attributes and overall job satisfaction and intention to re-choose the current job.

**Figure 1: Proposed Conceptual Model**



**Methodology:**

**Sample and Data Collection**

A three page self-administered survey was mailed to 500 randomly selected active members of CMAA. The CMAA membership list was utilized as the sampling frame because CMAA has over 6,000 members and is the largest organization of club managers in the world. Two hundred and six usable surveys were returned at a response rate of 41.2%.

**Measures**

Job attributes were measured by thirteen questions. Using a 5-point Likert scale (1 being little important and 5 being very important) respondents were asked to rate each of the job attributes in terms of importance. The exemplary item was “my manager (or Board) listens and responds to what I have to say.” The overall job satisfaction was computed by summing nine questions. Included in the nine items were: flexibility of work hours, physical work environment, amount of vacation time, commute to work, immediate supervisor, managerial co-workers, health insurance benefits, retirement plan, and a job. The nine questions were responded in a binary format, yes or no. Responses of “yes” were coded as 1 and the responses of “no” were coded as 0. Employment intention for the current job was measured by one question, “If I had to do over again, I would accept my current job.” A binary format was used for the response, yes or no: 1 for yes, 0 for no.

**Analysis**

Before hypotheses testing, data purification was implemented. Basic descriptive analyses were employed including: examining for coding errors, normality, skewness, and kurtosis. The analysis revealed there were no mistakes and unusual cases. In this analysis, job satisfaction was transformed using squaring to achieve normality. An exploratory factor analysis using a principal component extraction with varimax rotation method was conducted to identify a set of common underlying dimensions, known as factors. A multiple regression model was utilized to identify the job attribute factors that significantly affected the overall job satisfaction. Logistic regression analysis was employed to examine the relationship between the overall job satisfaction and intention to choose the current job.

**Results:**

**Demographic Profile of Respondents**

The demographic information of club managers is presented in Table 1. There was inequality of gender in club manager positions; 89.8% of respondents were male and only 10.1% of them were female; 10 out of 21 females had a position of general manager and seven were holding a club manager position at the time of data collection. Almost of 90% of the respondents was either a general manager or a club manager. 41.2% of the managers had income in the range of \$50,000 to \$100,000; and 32.9% of them had an income range of between \$101,000 and \$150,000. Average age was 45 with a range of 23 to 74 years.

**Table 1: Profile of the Respondents**

Demographic Attributes		N	%
Gender	Male	185	89.8
	Female	21	10.2
Position	General Manager	140	67.63
	Club Manager	42	20.29
	Assistant Manager	9	4.35
	Chief Operating Manager	7	3.38
	Others	9	4.35
Income	<\$50,000	20	9.8
	\$50,000 - \$100,000	84	41.2
	\$100,001 - \$150,000	68	33.3

	>\$150,000	32	15.7
Certification Status	Certified Club Manager	83	40.7
	Master Club Manager	1	0.5
Types of Club	Not yet certified	120	58.8
	Country Club	153	74.6
	City Club	13	6.6
	Yacht Club	14	6.8
	Athletic Club	4	2.0
	University Club	0	0
	Others	21	10.3
Average age: 45 years (range of 23 years – 74 years)			
Average Number of Employees in Club: 114 (range of 4 – 1250)			
Average Number of Managers/Supervisors in Club: 10 (range of 1 – 11)			
Average Number of Club Members: 837 (range of 8 –8000)			

### Factor Analysis

An exploratory factor analysis with principal component extraction and with varimax rotation methods was conducted with job attribute items. The appropriateness of principal component analysis with the given data was assessed before analyzing the factor loading weights based on the significance of overall correlation matrix and the significance of Kaiser-Meyer-Olkin (KMO). The results revealed that a factor analysis was appropriate with the data, KMO = .76. The significance of overall correlation matrix was evaluated by Bartlett test of sphericity. The Bartlett test of sphericity was significant at the .001 level (approximate  $\chi^2 = 596.06$ ), indicating that the data was suitable for factor analysis. Therefore, it was concluded that the factor analysis was appropriate with the data for this study.

**Table 2: Results of Factor Analysis**

Job Attributes	M	SD	Component			
			1	2	3	4
<b>Factor 1: Self-worth</b>						
My manager (Board) listens and responds to what I have to say.	4.39	.78	.86			
I have significant input in my club's decision-making process.	4.31	.80	.77			
My work makes a significant contribution to the success of my club.	4.49	.63	.52			
I am recognized for my contribution to the club.	4.05	.88	.46			
<b>Factor 2: Responsibility and work environment</b>						
I work with interesting co-workers.	3.79	.87		.77		
There are a wide variety of tasks in my job.	4.39	.75		.74		
I have great influence on member satisfaction in my Club.	4.47	.61		.59		
I have a sense of pride and job in my work.	4.67	.57		.55		
My club properly emphasizes the quality of the products and service it provides.	4.08	.83		.45		
<b>Factor 3: Salary and benefits</b>						
The salary I am paid reflects the work I do.	3.90	.95			.83	
Fringe benefits are acceptable to me.	3.80	.90			.86	
<b>Factor 4 (Unlabeled due to low reliability)</b>						
I receive training to help me with my job.	3.75	1.14				.72
My manager (Board) is effective in running the club.	3.96	.97				.68
Reliability (Alpha)			.69	.66	.70	.44
Eigenvalue			3.59	1.65	1.37	1.00
Variance (%)			29.30	11.70	10.9	8.00
Cumulative variance (%)			29.30	40.90	51.80	59.80

The number of factors was determined based on the Eigenvalue and the size of each variable's factor loading scores. As shown in Table 2, the principal component analysis revealed four factors. The four factors explained 59.8% of total variance which is in an acceptable range (Hair *et. al.*, 1998).

The reliability of each factor was assessed by internal consistency tests, Cronbach's alpha. It can be assumed that if Cronbach's alpha of a factor is greater than .60, the factor is reliable (Hair, *et al.*, 1995).

As Table 2 shows, the fourth factor had a Cronbach's alpha of .44, which is unacceptable, indicating that the factor is unreliable. It was decided to eliminate this unreliable factor.

The three factors were named after their components. First factor labeled as "self-worth" consisted of four variables: feelings of respect, autonomy, self-accomplishment, and recognition. Factor 2 labeled as "responsibility and work environment" Included five variables: co-workers, job variety, responsibility, sense of pride and joy, and perception of quality of product. Factor 3 labeled as "salary and benefits" was comprised of two items: fairness of salary, and benefits.

### Job Attributes and Overall Job Satisfaction

A multiple regression model was estimated to identify the job attribute factors that significantly affected overall job satisfaction among club managers. Table 3 provides the results of the multiple regression analysis. Two factors significantly predicted the overall job satisfaction,  $F(3, 153) = 4.85, p = .003$ . According to individual t-tests, factor 1, self-worth, had a statistical significant and positive relationship with the overall satisfaction,  $t = 2.00, p < .001$ . Factor 3, salary and benefits, also significantly affected club managers' overall satisfaction,  $t = 3.11, p < .001$ . Comparing beta values for salary and benefits and self-worth, salary and benefits ( $\beta = .24$ ) had stronger effect on the overall job satisfaction than self-worth ( $\beta = .15$ ).

**Table 3: Multiple Regression on the Overall Job Satisfaction**

	B	$\beta$	t-value	p-value
(Constant)	58.43		39.26	.00
F1: Self-worth	2.90	.15	2.00	.05
F2: Responsibility and work environment	1.30	.07	.86	.39
F3: Salary and benefits	4.90	.24	3.11	.00

R = .295, R2 = .087  
 F-value (3, 153) = 4.852, P-value = .003

### Overall Job Satisfaction and Intention to Stay at the Current Job

The results of logistic regression are shown in Table 4. Hosmer and Lemeshow goodness of fit test showed chi-square of 10.54 with p-value of .23, which indicated that the model fits well in the data in this study. The logistic model ( $\chi^2_4 = 16.35, p = .003$ ) indicated that the classification of club managers into those who would choose their current job if given a second chance and those who would not choose it again could be predicted from the job attributes.

**Table 4: Logistic Regression Analysis: Employment Intention for the Current job**

	B	Wald	df	Sig.	Exp(B) <sup>b</sup>
F1: Self-worth	.17	.36	1	.55	1.19
F2: Responsibility and work environment	.45	2.45	1	.12	1.57
F3: Salary and benefits	.28	.79	1	.37	1.32
Overall job satisfaction	.66	9.60	1	.00	1.94
Constant	-2.13	2.23	1	.14	.12

-2 log likelihood = 77.855

Goodness of fit = Chi-square (4) = 16.352, p-value = .003

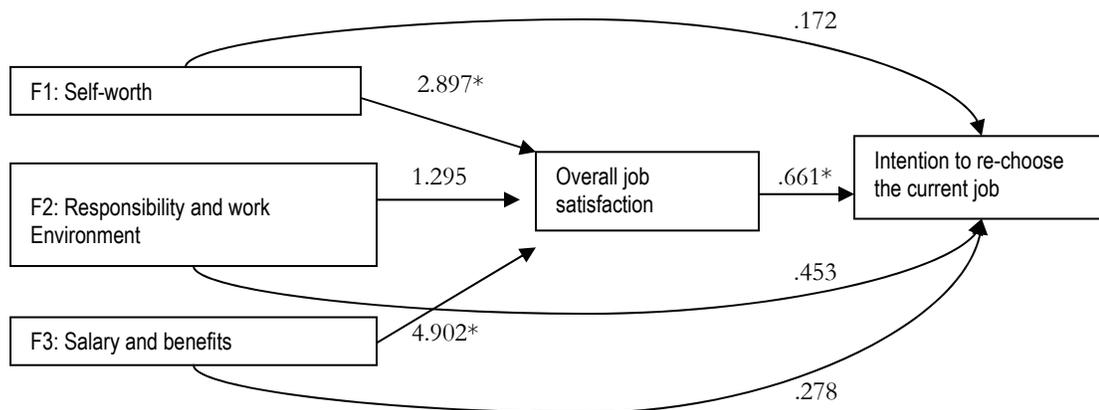
Hosmer and Lemeshow goodness of fit test: Chi-square (8) = 10.539, p-value = .229

a The Wald statistic is the square of the ratio of the regression coefficient to its standard error; it provides a test of the statistical significance of each variable in the model.

b The Exp(B) represents the odds of choosing the current job. If Exp(B) is greater than 1 (e.g., 1.5), when the independent variable increases by one unit, the chance of the person reporting the intention to choose the current job increases by a factor of 1.5. Conversely, if Exp(B) is less than 1, a unit increase in the variable decreases the odds of the event occurring.

The three job attribute factors had no direct affect on the intention to re-choose the current job. However, overall job satisfaction was a strong and significant predictor for choosing the current job if the respondents had a second chance. Figure 2 depicts the results of multiple and logistic regression models.

**Figure 2: Relationship between job attributes and overall job satisfaction and the intention to re-choose the current job**



## Discussion

The purpose of this study was to examine the relationship between job attributes and job satisfaction and the intention to choose the current job held if given a second chance to select employment. The results showed that self-worth and salary and benefits predicted the managers' job satisfaction. The findings imply that when employees perceive they have important roles in management, they are more likely to be satisfied with their work. Of the two factors, salary and benefits was the strongest factor affecting job satisfaction. This result confirms the argument that extrinsic rewards such as pay and benefits are the most important factor of satisfaction. (Mathieu and Zajac, 1990.) This finding, however, is in conflict with the previous finding that job satisfaction is substantially determined by intrinsic rewards. (Katzell, Thompson and Guzzo, 1992.) The club managers indicated that fairness of salary and benefits had a great influence on job satisfaction. It must be pointed out that of the items included in the salary and benefits factor, it was the fairness of salary and acceptable level of benefits that had a greater impact, rather than a certain amount of salaries or a set of benefits. This could imply that people are satisfied when they perceive their salary reflects the work they do rather than the amount of salary. This finding presents an important implication of compensation policy for the club industry. Human resource management departments need to establish compensation levels that their employees perceive to be fair compared to others working in other clubs. This can be achieved through benchmarking and surveying of employees. In addition, human resource management departments need to be informed about the compensation trends through receiving the industry compensation reports or participating hospitality forums.

As the results of the logistic regression analysis revealed, the intention to choose the current job held again if given a second chance was increased by job satisfaction. This finding implies that if managers are satisfied with their job, they will choose their current job again even if they were given a second chance to choose any employer. This result shows similar findings in previous studies (Crandall, *et. al.*, 1996) that job satisfaction can affect employees' employment decision for the current job. Although job attributes did not have significant direct relationship with the employment intention for the current job, the positive linkage between job satisfaction and the intention implies that the club industry needs to increase their employees' job satisfaction in order to retain the employees.

Although the job attribute factors included in the study did not affect club managers' intention to choose their current job held if given a second chance, future studies should research other factors for such intentions. In terms of the hospitality industry, determining why employees would like to have the same job if they are given a second chance to choose an employer may be as important as, if not more, than finding why employees leave a company.

Given the findings of this study, it is recommended that stakeholders of private clubs pay close attention to feelings of equity regarding compensation, i.e. making sure that salary and benefits are competitive and satisfactory to management employees of the club. Strategies to create and promote self-worth, - feelings of respect, autonomy, self-accomplishment, and recognition – can potentially improve job satisfaction in the workplace and possibly reduce turnover while fostering a productive work atmosphere.

Although two factors were significantly related to overall job satisfaction, the explanatory power of the job satisfaction attribute factors on overall job satisfaction was very low,  $R^2 = 0.09$ . This result may imply that club managers are satisfied with their jobs due to different factors in comparison to those factors focused on by the previous studies in broader industries. Therefore, future research should determine and include job satisfaction attributes that relate specifically to club managers' job satisfaction.

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