
Study on Service Satisfaction of Rotary Club Members by Importance-Satisfaction Model

Bai-Sheng Chen

Department of Distribution Management, Takming University of Science and Technology, Taiwan, R.O.C

Shun-Hsing Chen*

Department of Marketing & Distribution Management, Oriental Institute of Technology, Taiwan, R.O.C

ABSTRACT

With rapid environmental change, diversified social issues, & endless problems & needs, limited governmental resources cannot satisfy all the needs of the general public. Therefore, various Non-Governmental Organizations (NGOs) are emerging, becoming powerful social force to help the government & the general public solves all kinds of public affairs. On the other h&, these NGOs also can reflect to the government what their members & the general public think, serving as the bridge of communication between the government & the general public. One of the factors motivating the study lies in the fact that recent academic studies on the Rotary Club mostly focus on the operation of the organization, social values, social services, social marketing, & consumer behaviors, etc., but there are still few studies on the level of importance of the service motivation & level of satisfaction of the members of the Rotary Club for service learning.

The study applying Importance-Satisfaction Model (I-S Model) discovers that 12 items falls in “Excellent Area”; 3 items in “To be Improved Area”; 10 items in “Care-Free Area”; & 0 item in “Surplus Area”. According to the empirical analysis, members joining in the learning service of the Rotary Club show high level of satisfaction & mostly fall in the excellent area. It proves that the Rotary Club helps the participants realize their enthusiasm for service & promote their interpersonal relationship.

Keywords: Importance-Satisfaction Model (I-S Model), Non-Profit Organizations (NGOs), Rotary Club, service learning, service satisfaction.

INTRODUCTION

Background to the Problem

In recent years, our environment has changed rapidly, social issues have become diversified, governmental resources are limited and unable to satisfy people’s demands, which cause varied Non-Profit Organizations (NGOs) to spring up like mushrooms and become a strong social force to assist the government and the people in solving various public matters. In addition, NGOs have become the third government beyond governmental departments and profit-seeking institutions, and have contributed a lot to the progress of the whole Taiwan society. Non-NGOs are between the government and the people, and are designed to gather people at all levels and from all walks of life to contribute to the society, and non-NGOs on one hand may transmit the government policies and approaches to the people, and on the other hand, may feedback what group members and people think of and expect to the government and act as a bridge for two-way communication between the government and the people (Chiang, 2007). Therefore, we did this study to find out how service motivation affects the Rotary Club members’ involvement.

Rotary Club is oriented at communities, workplaces and every quarter of the globe. All members of Rotary Club must participate in and host various domestic and overseas service plans, including caring for social vulnerable groups, donating blood, books, ambulance and schools, providing volunteer medical consultation, initiating relief and supporting life reconstruction for disaster victims if any natural disaster occurs, providing leadership trainings, supporting youth education, sponsoring youth exchange and offering scholarship, encouraging international exchange of students, teachers and other

***Address for correspondence:**

chen88@webmail.ydu.edu.tw

professionals, proposing plans for career and career development to improve occupational ethics, as well as other social and international service activities (Chiang, 2007). Rotary International for a long time has been regarded as an unattainable and closed non-profit organization. Recent study on Rotary Club by the academic community mainly focuses on the organizational climate and performance (Chou, 2005), organization operation and social value (Liao, 2007), social service (Bai, 2005), citizenship behavior (Chiang, 2007), and etc. However, study on the importance of Rotary Club members' social motivation and service satisfaction is limited, that's why we did this study to find out the reason.

LITERATURE REVIEW

Service Motivation of Rotary Club Members

There's must be reasons for Rotary Club to attract people from different walks of life to get involved and to exist and develop continuously, and by study of group dynamics and the individual practical cases, such reasons are as below:

1. Rotary Club Attraction

Able to satisfy club members' demand of being friendly, nice and safe, which means if you join the club, you will feel warm, safe and less afraid, and your personal reputation could be improved, and furthermore, you may be able to realize the goals you cannot complete by yourselves, for instance, it may help you go further in career or improve your leadership and communication capability.

2. Rotary Club standards

The absence of a good set of standards may cause a club unable to function as it's supposed to and result in troubles and disorders between members, and even more destroy club harmony and reputation, which may make it difficult to maintain Club attraction.

3. Rotary Club Culture

Rotary Club culture is a unique style formed by Rotary tenet, rules, values, philosophical basis and the like, which standardize the activities of Rotary Club members tangibly and intangibly. The so-called Rotary Culture indicates there is one member for each industry, such member should join inspection, never take part in any religious or political activity, never decline social duties or involve in competitions, join weekly meeting and get-together, work out strict attendance rules and gathering time, call each other by Rotary Nickname, start each regular meeting with signing, take turns on duty, have no sense of privilege, comply with Rotary Club rules and uphold Rotary's four big tests as basic principles of conduct. Therefore, the Rotary Club is for developing friendship and offering services, in the other words, the Rotary Club is an organization that are designed to develop friendship and offer services. Friendship helps hold groups together and carry out job plans smoothly.

Importance-Satisfaction Model (I-S Model)

I-S Model is based on the Importance-Performance Analysis proposed by Martilla & James (1977), and the main difference is switching Performance to Satisfaction. I-S Model proposed by Yang (2003) may help enterprises make accurate service-related decisions, and request people to score for Importance and Satisfaction, and divide the X-axis (Importance) and Y-axis (Satisfaction) into four areas, including Excellent Area, To Be Improve Area, Surplus Area, and Care-Free Area, by which we may guide enterprises by such model to focus on services so as to satisfy customers' needs (Yang, 2005). The results for each service attribute are placed in the model and then improvement strategies are considered based on the areas of each item (Yang, 2003).

(1) Area I: Excellent Area

The attributes located in this area are those quality attributes that customers considered as important to them, and the performance is also satisfaction to customers.

(2) Area II: To Be Improved Area

The attributes need to take improvement actions for bettering the performance of these items.

(3) Area III: Surplus Area

The attributes means that the customers have less concern on these attributes, but the performances what the firms provided are exceeded their expectation.

(4) Area IV: Careless Area

The attributes do not need to pay much attention on these attributes, since customers are paying less concern on these items.

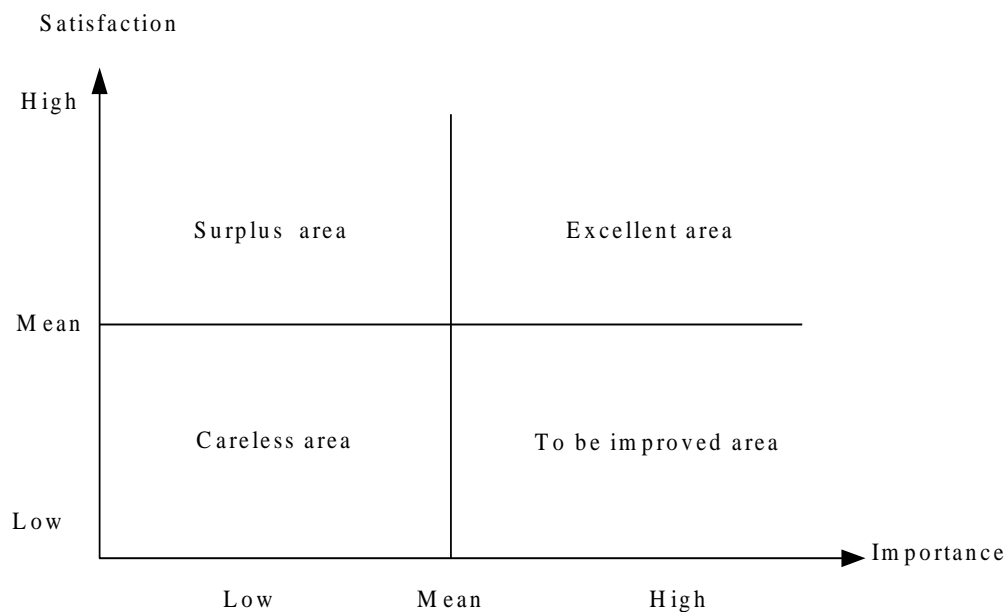


Figure1. Importance-satisfaction model

Source: Yang (2003)

RESEARCH METHOD

Questionnaire Design

Questionnaires are designed by reference to Bai (2005) Service satisfaction is analyzed from the following three levels: Learning Environment Quality, Learning Efficiency Positiveness, Learning Content Diversity. Also, we applied Likert Five-Point Scale, and requested Rotary Club members to fill in the importance and satisfaction questionnaire to investigate service and learning situations. The following items are included in the questionnaires: service motivation importance, service satisfaction, and personal information.

1. Importance of Service Motivation

Likert Five-Point Scale is applied to investigate the service motivation importance of Rotary Club members, and the Importance is divided into Very Important (5), Important (4), Ordinary (3), Not Important (2), and Less Important (1).

2. Service Satisfaction

Likert Five-Point Scale is applied to investigate the service satisfaction of Rotary Club members, and the satisfaction is divided into Very Satisfied (5), Satisfied (4), Ordinary (3), Not Satisfied (2), and Dissatisfied (1).

3. Personal Information

Investigation of personal information is to find out the background data of respondent, including gender, marital status, age status, education status, occupation status, length of service in Rotary Club, and the purpose is to get to know the respondents and further to facilitate data collection and analysis.

EMPIRICAL STUDY

Demographics of Sample

The study handed out 420 copies of questionnaires from July to August 2015, and got 326 copies back, return ratio is 77.62%, and invalid questionnaires are 297 copies. We studied valid copies to understand the population background distribution which is as shown in Table 1.

Table1. Demographics of Case Study

DEMOGRAPHICS	ITEMS	FREQUENCY	PERCENT
Gender status	Male	195	65.70%
	Female	102	34.30%
Marriage status	Married	41	14.30%
	Unmarried	246	85.70%
Age status	Less than 40	69	23.20%
	41-50	85	28.50%
	51-60	92	30.90%
	Over 61	52	17.40%
Education status	High school	79	27.40%
	University	166	57.60%
	Over Master	43	17.90%
Occupation status	Office holder	12	4.30%
	Service industry	157	55.70%
	Manufacturing industry	68	24.10%
	Information technology industry	34	12.10%
	Other	11	3.90%
Service years status	Less than 5 year	120	41.40%
	6-10	69	23.80%
	11-20	78	26.90%
	Over 21	23	7.90%

1. Gender

There're 195 male respondents (65.70%) and 102 female respondents (34.30%). This study involves more male respondents than female respondents.

2. Marital Status

41 respondents are single and 246 respondents are married, which account for 14.30% and 85.70% respectively. This study involves more married respondents than single respondents.

3. Age Status

92 respondents are aged from 51 to 60 years old, which account for 30.90% of the total; 85 respondents are aged from 41 to 50 years old, which account for 28.50% of the total; 52 respondents are aged above 60 years old, accounting for 17.40% of the total.

4. Education Status

166 respondents have Bachelor's Degree, accounting for 57.60% of the total; 79 respondents have Senior High School (Vocational School) certification and below, accounting for 27.40% of the total; only 43 respondents have Master's Degree and above, accounting for 14.90% of the total.

5. Occupation Status

In this study, as much as 157 respondents are from Service Industry, accounting for 55.70% of the total, and 68 respondents from Manufacturing Industry and only 11 respondents from Agriculture, Forestry and Fisheries, which account for 24.10% and 3.90% respectively.

6. Length of Service In Rotary Club

120 respondents have joined the Rotary Club for more than five years (inclusive), accounting for 41.40% of the total, and 78 respondents for 11 to 20 years (26.90%) and only 23 respondents for more than 21 years (7.90%).

I-S Model Case Analysis

By importing mean value of service motivation importance and service satisfaction into I-S Model, we got structural diagram as shown in Figure 2, from which we notice that Excellent Area has 12 items, To Be Improve Area has 3 items, Care-Free Area has 10 items, and the satisfaction is positive on the whole. °

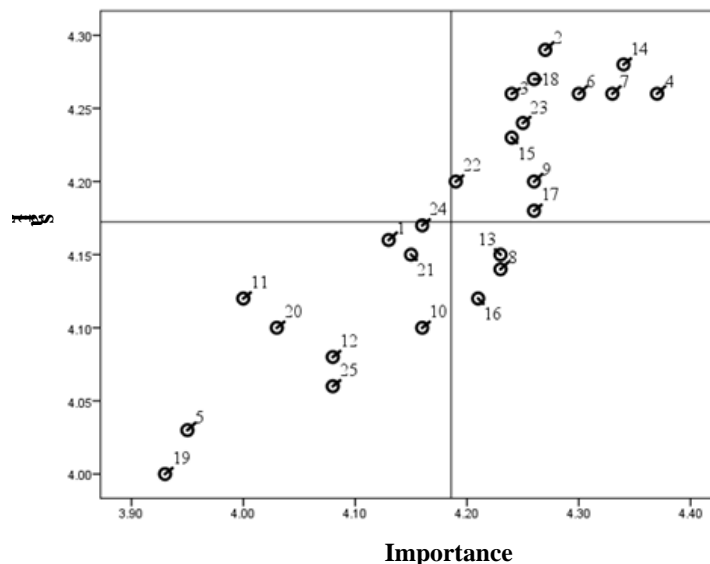


Figure2. I-S Model of Case Study

I. Excellent Area

- 2) Joining Rotary Club may lead me to a more fulfilled life.
- 3) Joining Rotary Club may broaden my international perspective.
- 4) Joining Rotary Club may expand the scope of social contact.
- 6) Joining Rotary Club may enable me to learn to get along with others.
- 7) Joining Rotary Club may develop friendship with club members.
- 9) Joining Rotary Club may improve my service enthusiasm.
- 14) Joining Rotary Club may improve my organization and leadership skills.
- 15) Joining Rotary Club may improve my creativity and judgment.
- 17) Joining Rotary Club may improve my coordination capability.
- 18) Joining Rotary Club may improve my speaking skills.
- 22) Joining Rotary Club may access new information.
- 23) Joining Rotary Club may feedback to society.

II. To Be Improve Area

- 8) Joining Rotary Club may enable me to experience service skills.
- 13) Joining Rotary Club may encourage me to offer selfless service.
- 16) Joining Rotary Club may inspire me to think.

III. Surplus Area

None

IV. Care-Free Area

- 1) Joining Rotary Club may help me gain more life knowledge.
- 5) Joining Rotary Club may lift my social status.
- 10) Joining Rotary Club may help me understand others' needs.
- 11) Joining Rotary Club may cause me to do as I said.
- 12) Joining Rotary Club may help me focus more on others' interests.
- 19) Joining Rotary Club may help me grow in career.

- 20) Joining Rotary Club may increase family harmony.
- 21) Joining Rotary Club may lead to happy learning.
- 24) Joining Rotary Club may give me a sense of achievement besides work.
- 25) Joining Rotary Club may set good example for children.

The study result shows that Item 8, 13 and 16 fall in the To Be Improve Area, which must be improved first as to the service satisfaction of Rotary Club members.

Improvement Index Analyses

Yang (2005) believes that it is not right to determine the improvement priority based only on one model, and different circumstances must be taken into account, therefore, Improvement Index is proposed to assist I-S Model. Priority should be given if positive value is small and negative value is big. Calculation result by Improvement Index is shown in Table 2, from which we notice that Improvement Index is negative, including Item 8, 4, 16, 13, 17 which should be improved first.

$$I_i = \frac{\bar{X}_s - \bar{X}_I}{\bar{X}_I}$$

Table2. *Improvement Index*

Items	\bar{X}_s	\bar{X}_I	I_i	Order
1. Joining Rotary Club may help me gain more life knowledge.	4.16	4.13	0.0072	5
2. Joining Rotary Club may lead me to a more fulfilled life.	4.29	4.27	0.0047	7
3. Joining Rotary Club may broaden my international perspective.	4.26	4.24	0.0047	6
4. Joining Rotary Club may expand the scope of social contact.	4.27	4.37	-0.0211	24
5. Joining Rotary Club may lift my social status	4.03	3.95	0.0202	2
6. Joining Rotary Club may enable me to learn to get along with others.	4.26	4.30	-0.0077	16
7. Joining Rotary Club may develop friendship with club members.	4.26	4.33	-0.0153	20
8. Joining Rotary Club may enable me to experience service skills.	4.14	4.23	-0.0220	25
9. Joining Rotary Club may improve my service enthusiasm.	4.20	4.26	-0.0141	19
10. Joining Rotary Club may help me understand others' needs.	4.10	4.16	-0.0136	17
11. Joining Rotary Club may cause me to do as I said.	4.12	4.00	0.0299	1
12. Joining Rotary Club may help me focus more on others' interests.	4.08	4.08	0.0008	11
13. Joining Rotary Club may encourage me to offer selfless service.	4.15	4.23	-0.0189	22
14. Joining Rotary Club may improve my organization and leadership skills.	4.28	4.34	-0.0138	18
15. Joining Rotary Club may improve my creativity and judgment.	4.23	4.24	-0.0031	14
16. Joining Rotary Club may inspire me to think.	4.12	4.21	-0.0205	23
17. Joining Rotary Club may improve my coordination capability.	4.18	4.26	-0.0187	21
18. Joining Rotary Club may improve my speaking skills.	4.27	4.26	0.0016	10
19. Joining Rotary Club may help me grow in career.	4.00	3.93	0.0160	4
20. Joining Rotary Club may increase family harmony.	4.10	4.03	0.0173	3
21. Joining Rotary Club may lead to happy learning.	4.15	4.15	-0.0016	12
22. Joining Rotary Club may access new information.	4.20	4.19	0.0032	9
23. Joining Rotary Club may feedback to society.	4.24	4.25	-0.0023	13
24. Joining Rotary Club may give me a sense of achievement besides work.	4.17	4.16	0.0032	8
25. Joining Rotary Club may set good example for children.	4.06	4.08	-0.0049	15

By I-S Model, we notice that Item 8, 13 and 16 must be improved, and by Improvement Index, Item 4, 8, 13, 16 and 17 are subject to improvement. Three are three items that appear repeatedly, namely Item 8, 13, 16. So, if there's enough organizational resource, the above five items must be included in the To Be Improve Area, but if organizational resources are only enough for improving such repeated items, then resources must be used in urgent area to reach optimal resource utilization rate.

CONCLUSIONS

In Taiwan, well-known international non-profit organizations include the Rotary Club, Lion Club, Tzu Chi Foundation, Association of Young Businessmen, and Kiwanis Club. This study is to explore the service motivation of joining Rotary Club and service satisfaction in an effort to improve items that

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need to be improved and to get more people involved in. The result shows that all questions have high satisfaction, club members have deep impression in joining related activities, and joining Rotary Club improves the service value and help members gain joy. With I-S Model, we found that the Excellent Area has 12 items, which indicates that club members gain high recognition in the club and feel joyous when helping others.

Only three items need to be improved, which are related to the experiencing of service skills, contribution of selfless service and inspiration to think. It's suggested to provide club members with different service experiences, to provide related courses, and to enable them to experience service skills, so as to improve their satisfaction. In addition, related consensus camps may be held to improve Rotary Club cohesion, and to make members feel proud of being a member of Rotary Club and offer selfless services.

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AUTHORS' BIOGRAPHY



Bai-Sheng Chen, is an Associate Professor of Department of Distribution Management, Takming University of Science and Technology, Taiwan. His research interests include logistics management, supply chain management and e-commerce.



Shun-Hsing Chen, is a Professor at Department of Marketing and Distribution Management, Oriental Institute of Technology, Taiwan. His research interests include total quality management, service industry management, human resource management and performance management.