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Lost and Found Again: Subjective Norm in Gym Membership

Octavia Leeman and Jaime S. Ong
De La Salle University
ongj@dlsu.edu.ph

Understanding behavioral intention, a critical aspect of market planning, is not simple, as many factors are involved in the formation of behavioral intention. This study endeavored to better understand the relationship between attitude, subjective norm and behavioral intention in an empirical study of gym membership. Using a model based on the Theory of Reasoned Action, the study examined the influence of attitude and subjective norm on behavioral intention to join a gym. An analysis of the findings suggested that to maintain current gym members, a gym operator should capitalize on attitudes favoring gym membership.

Keywords: Behavioral intention, attitudes, subjective norm, memberships

Studies have been conducted to improve our understanding of the relationship between attitude and behavior. One frequently studied model is the Theory of Reasoned Action. Conceptualized in the late 1960s by Martin Fishbein and expanded by Fishbein and Azjen in the decades that followed, the theory focuses on a person's *intention* to behave a certain way. An intention/intent is a proposed course of action to behave in a particular way in a specific situation. This focus is important because a person may have a positive attitude toward a specific behavior (e.g., to quit smoking), but may or may not actually follow through on that behavior. The single best predictor of actual behavior is behavioral intent.

To understand behavioral intent, the theory looks at a person's attitudes towards that behavior, as well as at the subjective norms of influential people that could influence those attitudes. It was developed as an improvement over the Information Integration Theory (Fishbein & Ajzen, 1975; Ajzen & Fishbein, 1980). Reasoned Action adds an element in the process of persuasion – behavioral intention. Rather than attempt to predict attitudes (which is what Information Integration Theory does), Reasoned Action focuses on behavior, but recognizes that certain factors limit the influence of attitude on behavior. Therefore, the Theory of Reasoned Action predicts behavioral intention, an intermediate step between attitude prediction and behavior prediction. Separating behavioral intention from behavior, the theory also discusses the factors that limit the influence of behavioral intention on behavior.

Another refinement is that Reasoned Action uses two elements – (1) attitudes; and (2) norms (i.e., the expectations of other people) – to predict behavioral intent (http://www.cios.org/encyclopedia/persuasion/Gtheory_5references.htm). The first element – attitudes – has, in Fishbein and Ajzen's

view, two components: the evaluation (positive or negative) of a belief; and the strength of that belief. The second element – subjective norm – also has two components: normative beliefs ("what I think others expect me to do"); and motivation to comply ("how important it is to me to do what I think others expect").

The Theory of Reasoned Action posits a new variable between attitudes and norms, and behavior – behavioral intent. This is so because behavior doesn't always follow intent. Three factors influence whether behavioral intent shapes behavior. First, we must have volitional control over our behavior (i.e., the behavior is not involuntary, like sneezing). Second, attitudes and behavior must be measured at the same level of specificity (e.g., we should not measure the attitude toward buying a watch, and then the behavior of buying a Rolex). Third, behavioral intent and behavior should be measured at the same time for us to expect that they will relate closely to each other. If we measure people's behavioral intent on a given day and then measure their behavior several months later, that latter behavior may correspond to their *current* behavioral intent, but not to the behavioral intent that we measured earlier. (http://www.cios.org/encyclopedia/persuasion/Gtheory_5references.htm).

The Theory of Reasoned Action is widely used in studying people's behavior, and has given rise to other theories such as the Theory of Planned Behavior. The Theory of Planned Behavior is identical to the Theory of Reasoned Action, with the addition of the construct, perceived behavioral control.

One limitation of the Theory of Reasoned Action comes from the use of self-reporting to determine a subjects' attitude (Taylor, 2001). Self-reporting, of course, is subjective and not always accurate. Another limitation, as earlier noted, is that attitude and intention must agree on specific action, context and time, in order for the theory to predict behavior. A third theoretical limitation stems from the assumption that behavior is under volitional control. Ajzen, Timko, and White (1982) found that the theory only applies to behavior that is consciously thought out beforehand, but not to irrational decisions, habitual actions, or behavior that is not consciously considered.

To surmount these limitations, Ajzen proposed the Theory of Planned Behavior (Schifter & Ajzen, 1985), which addresses the issue of behaviors that occur without a person's volitional control. Planned Behavior adds the component of Perceived Behavioral Control to the Theory of Reasoned Action, and states that intention is influenced by how difficult the task is perceived to be and whether the person expects to successfully complete the behavior (Taylor, 2001).

The Theory of Planned Behavior was proposed by Ajzen (1985). According to the Theory of Reasoned Action, if people evaluate a particular behavior as positive, and think their significant others want them to perform the behavior, they are more likely to do so. A high correlation of attitude toward behavior and subjective norms with behavioral intention has been confirmed in many studies (Sheppard, Hartwick, & Warshaw, 1988).

However, some studies show that behavioral intention doesn't always lead to actual behavior because of circumstantial limitations. Since behavioral intention cannot be the exclusive determinant of behavior where an individual's control over the behavior is incomplete, the Theory of Planned Behavior extends the Theory of Reasoned Action, by incorporating the component of Perceived Behavioral Control (Ajzen, 1991). It posits that most intended behaviors are subject to some uncertainty and that actual performance of a behavior depends not only on intention but also on factors that may interfere with behavior control (Netemeyer, Burton, & Johnston, 1991). Madden, Ellen, and Ajzen (1992) indeed find that Planned Behavior enhances the prediction of intention and behavior when the behavior presents some problem with respect to control.

This is not the case with respect to joining gyms. We chose the Theory of Reasoned Action over the Theory of Planned Behavior as the basis for this study, because joining a gym occurs with volitional control. A person has control over the decision to join a gym. The behavior of joining a

gym is consciously thought out beforehand; it is not an irrational decision or involuntary act. Joining a gym requires a person to consider the implications of his actions, both negative as well as positive consequences, before deciding to join. This is particularly true as gym membership entails a long period of time (usually a one-year membership) and a genuine commitment to engage in the appropriate behavior of going to the gym and working out. The Theory of Reasoned Action applies to behavior with volitional control, to people who consider the implications of their actions before they decide to engage in it. It is therefore more appropriately used in a study of gym membership than the Theory of Planned Behavior.

This study considers six important positive and negative consequences, and subjective norms considering gym membership, among the specific target market of Gold's Gym in Manila, Philippines. Gold's Gym, with its headquarters in Venice, CA, is the world's largest franchisor of gyms. It now has 648 corporate-owned and franchised locations in 35 countries with some 2.5 million members.

RESEARCH PROBLEM, OBJECTIVES, AND HYPOTHESES

What factors determine the consumer intention to join a gym? Using concepts explored in research on consumer purchase behavior, this study examines the relationship of the following: (1) the strengths and evaluation of beliefs regarding the positive and negative consequences of gym membership; (2) the motivation to comply with social pressure; and (3) the behavioral intention to join a gym.

Our research objectives are: (1) to determine the likelihood of respondents to join a gym, given their attitudes towards that behavior, and given the strength of their subjective norm towards that behavior; and (2) to determine the relative strengths, from strongest to weakest, of the positive and negative consequences of joining a gym.

Hypotheses

1. Respondents with (a) positive attitudes regarding the consequences of gym membership, and (b) motivation to comply with subjective norm favoring gym membership, are more likely to affirm their intention to join a gym.
2. The higher the summative value of belief/evaluation regarding consequences of gym membership and strength of subjective norm, the stronger the intention to join a gym.

The first hypothesis can be separated into two sub-hypotheses:

a. Respondents with a higher positive attitude regarding the consequences of gym membership are more likely to affirm their intention to join a gym than respondents with a lower (or negative) attitude.
b. Respondents with a higher motivation to comply with subjective norms favoring gym membership are more likely to affirm their intention to join a gym than respondents with a lower motivation to comply with the subjective norm.

THEORETICAL AND CONCEPTUAL FRAMEWORK

Fishbein and Ajzen (1975) recognize that people's attitudes may not be invariably related to their specific behaviors; and that the more reliable determinant of whether consumers will engage in a particular behavior is their intention to engage in that behavior. The Theory of Reasoned Action is so named because it assumes that consumers consciously consider the consequences of alternative behaviors, and choose that which leads to the most desirable consequences. This reasoned choice process leads to an intention to engage in the selected behavior. This behavioral intention is the single

best predictor of actual behavior (Peter & Olson, 2005).

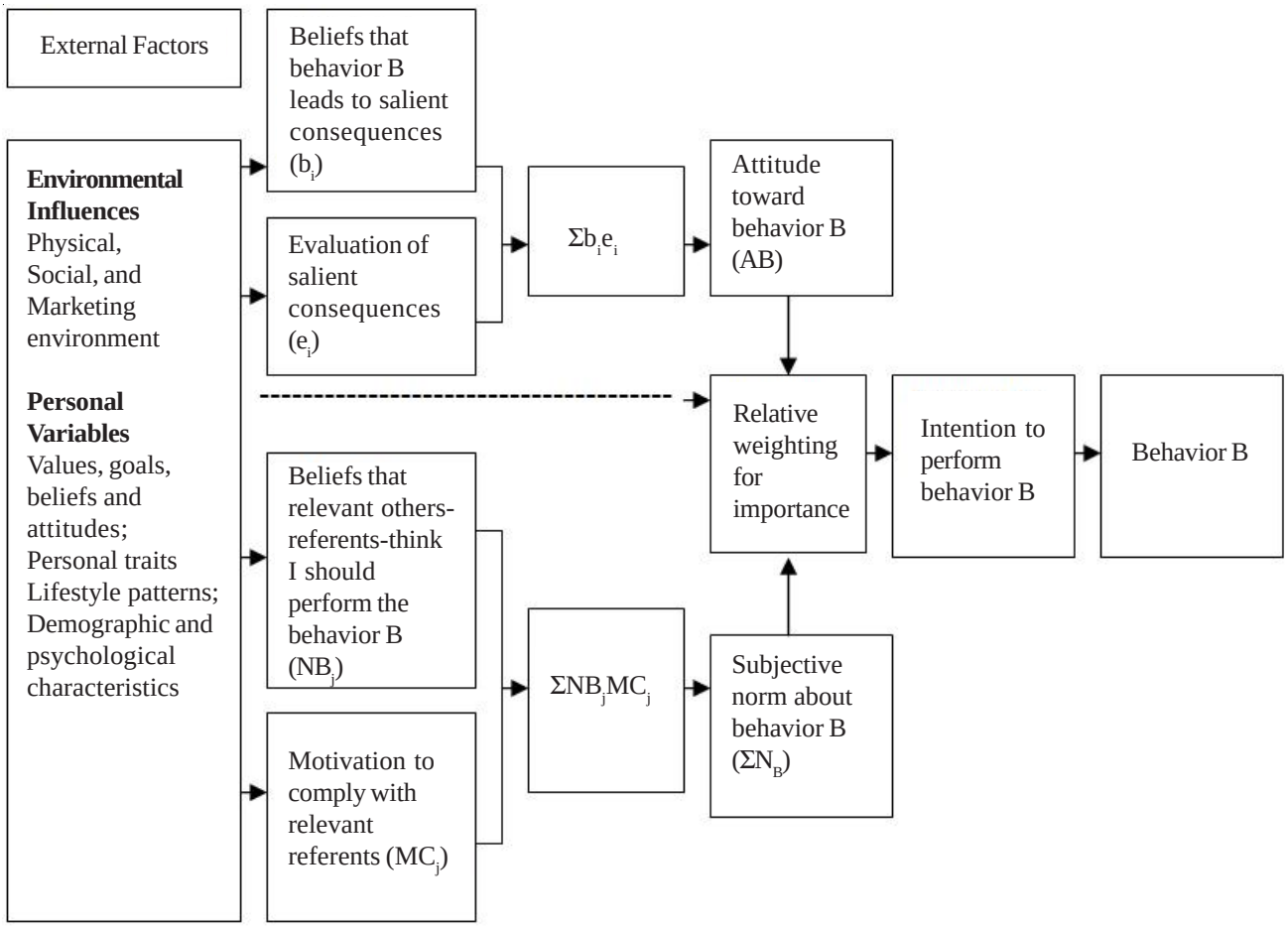
Peter and Olson (2005) present the Theory of Reasoned Action as follows:

(1) $$B \sim BI = A_{act}\,(w_1) + SN\,(w_2)$$

where B = a specific behavior
$\sim$ = translates as, is determined by
BI = consumer's intention to engage in that behavior
A_{act} = consumer's attitude toward engaging in that behavior
SN = subjective norm regarding whether other people want the consumer to engage in that behavior
w_1, w_2 = weights that reflect the relative influence of the A_{act} and SN components on BI

As Peter and Olson (2005) explain (see Figure 1), a behavior is a specific action directed at some target object, occurring in a situational context or environment at a particular time.

A behavioral intention (BI) connects the self and future action. It is created through a process in which beliefs about two types of consequences – A_{act} and SN – are integrated to evaluate and choose among alternative behaviors. The strength of behavioral intention is measured by having consumers rate the probability that they will perform the behavior of interest.



Adapted from Peter and Olson (2005)

Figure 1
The Theory of Reasoned Action framework

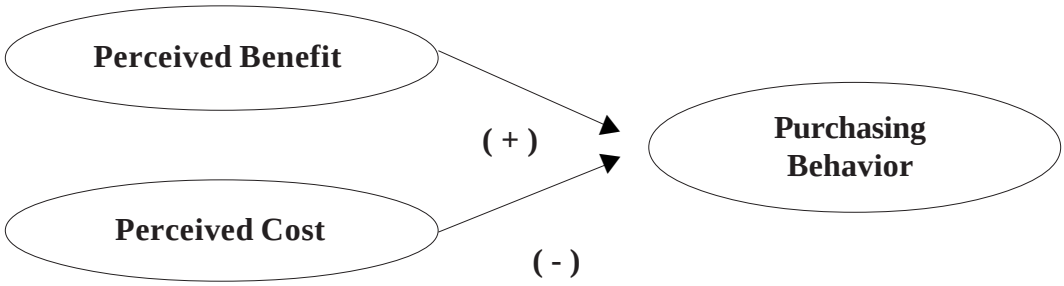


Figure 2
The Valence Framework

Strengths and evaluations of salient beliefs regarding the consequences of an action combine ($\Sigma b_i e_i$) to form an attitude toward the behavior (A_{act}), which is the consumer's overall evaluation of performing the behavior.

The subjective norm (*SN*) reflects a consumer's perceptions of what he thinks other people want him to do. Normative beliefs (NB_j) regarding "doing what other people want me to do" and motivation to comply with these expectations (MC_j) combine ($\Sigma\ NB_j MC_j$) to form SN.

The Theory of Reasoned Action holds that A_{act} and *SN* combine to affect behavioral intention (*BI*) and that their relative influence varies from situation to situation. Some behaviors may be influenced more by the *SN* factor, such as what one wears to a formal gathering. For others, consumers' intentions may be largely determined by A_{act}, as in one's choice of a bed mattress.

This study examines the behavioral intention to join a gym, and whether A_{act} or *SN* is the primary factor that affects the intention to join.

Conceptual Framework

Ever since Bauer's (1960) seminal paper, marketing scholars have incorporated perception of risk in studies of consumer purchase behavior (Jacoby & Kaplan, 1972; Peter & Ryan, 1976; Zickmund & Scott, 1974; Brown & O'Cass, 2005). However, perceived risk is not the only factor involved in purchasing behavior. Wilkie and Pessemier (1973) argue that customers make purchase decisions to maximize gain, or for perceived benefits. Another study identifies three frameworks of consumer decision making: (1) perceived risk framework, which characterizes consumers as motivated to minimize or reduce any expected negative utility (perceived risk) associated with purchase behavior; (2) perceived benefit framework, which focuses on consumer perception of benefit; and (3) perceived value or net valence, which combines both the perceived risk and perceived benefit. This valence framework (see Figure 2) views consumers as perceiving products to have both positive and negative consequences of purchase behaviors (Kim, Cho, & Rao, 2000).

Our study adapts the Theory of Reasoned Action by: (1) specifying, as in the Valence Framework, the positive and negative salient consequences of working out at a gym; and (2) largely eliminating external factors such as environmental and personal variables listed in Peter and Olsen's framework, which are beyond the scope and resources of our research design. The resulting conceptual framework for this study is seen in Figure 3.

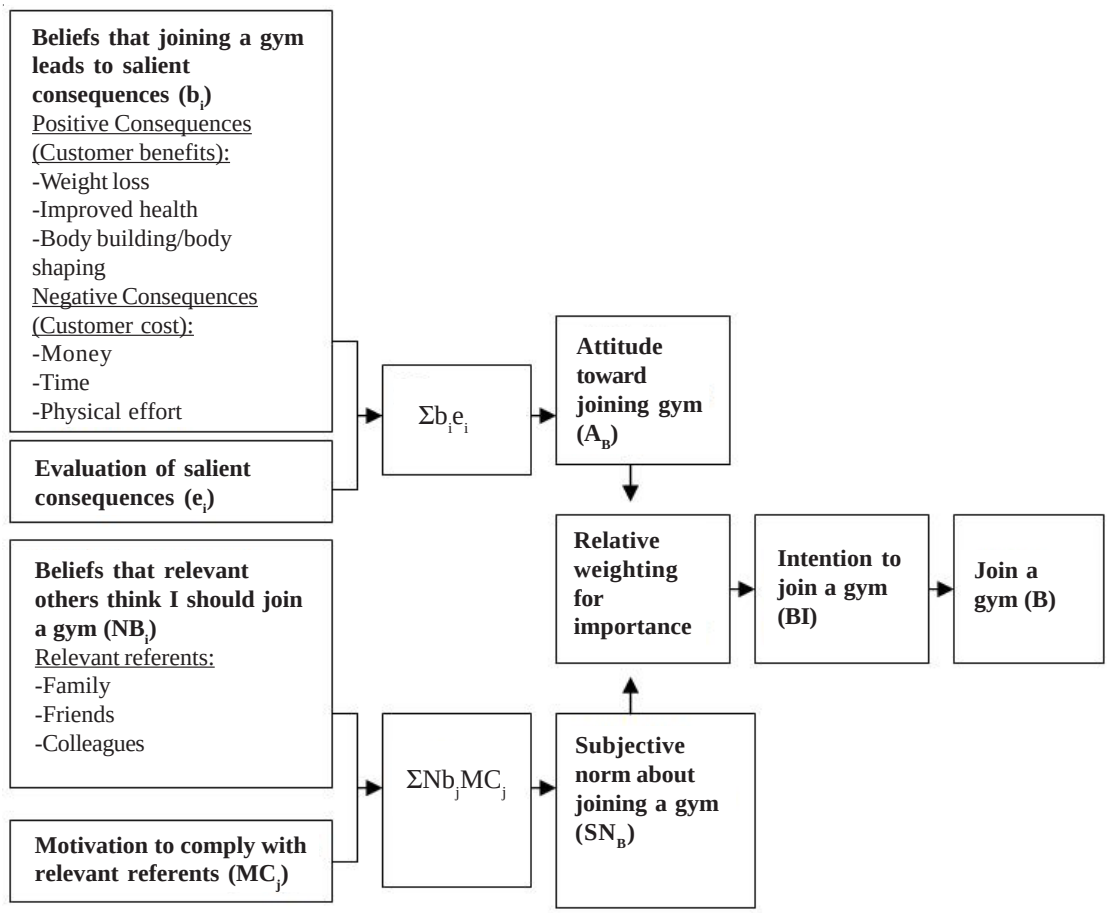


Figure 3
Conceptual Framework, Specifying Positive and Negative Consequences and Subjective Norm Regarding Gym Membership

METHODOLOGY

We conducted a survey among 165 respondents in Gold's Gym branches in Metro Manila (i.e., in Glorietta, Galleria Robinson, and Alabang) and places frequented by Gold's Gym's target market. The number surveyed at each branch is proportionate to the percentage of members in each branch. Data was gathered from September 2007 to October 2007. Of the total 165 respondents, 45 percent (75 respondents) came from Gold's Gym branches and the rest (90 respondents) came from areas where Gold's Gym target market is located. These areas are divided into three categories: cafes, salons, and stores, with each category having 30 respondents.

The survey questionnaire comprised of five parts: (1) preliminary questions; (2) questions pertaining to attitude; (3) questions pertaining to subjective norm; (4) questions to determine behavior intention; and (5) questions on personal information.

The responses formed four sets of data: (1) Behavioral Intention; (2) Attitude: belief and evaluation of positive and negative consequences of gym membership; (3) Subjective Norm: belief and evaluation of relevant others; and (4) Respondent Profiles.

PROFILE OF RESPONDENTS

As indicated in Appendix A, of the 165 survey respondents, 111 (67 percent) are current gym members while the rest are not. Of the current members, 80 (78 percent) are with Gold's Gym,

17 (15 percent) are with Fitness First, and eight (seven percent) are with Slimmer's World, while the rest belong to other clubs. Of the 54 non-members, 23 (43 percent) are former members; the rest have never joined.

Among current members, 41 (37 percent) go to the gym thrice a week; followed by 29 (26 percent) who work out four times or more; and 25 (23 percent) who work out twice weekly. About half of the members (57, or 51 percent) spend one to two hours at each gym visit; and 32 (29 percent) stay two to three hours. Of the 165 respondents, 116 (70 percent) say they are active in sports, with badminton, jogging, and swimming as their most popular choices. Of the 54 non-members, 38 (70 percent) express their willingness to join a gym, and the rest say they would not. The modal respondent is single, with no children, and a college graduate employed in the private sector.

To test the first hypothesis, we conducted multivariate regression analysis, bivariate regression analysis and t-test. Behavioral intent is the dependent variable and Attitude and Subjective Norm are the independent variables:

$$BI = A_{act}\ (w_1) + SN\ (w_2)$$

The multivariate regression combines the two independent variables to determine if they collectively influence one's intentions to join a gym. Positive values for A_{act} and *SN* would indicate a direct relationship between *BI* and A_{act} and *SN*.

A natural procedure in multivariate regression is to break down individual independent variables and find their individual contribution to the overall model, with the end in view of improving the model by eliminating variables that turn out to have insignificant contributions. Individual tests using bivariate regression analysis were performed on attitudes as well as on subjective norm's influence on intention to join a gym. As in the case of the multivariate model, positive values for each variable would indicate a direct relationship, and negative values would indicate an inverse relationship. The *t*-test determines significant differences between two groups (members and non-members) for each attitudinal factor and subjective norm source. Multivariate regression analysis is used to test the second hypotheses.

MULTIVARIATE REGRESSION RESULTS USING FIXED AGGREGATE WEIGHTED MEAN

First, we need to derive the dependent variable or the behavioral intent to join a gym. A respondent who is currently a gym member is given a score of "8" (on Question 30: "How likely are you to sign up for gym membership this month or next?") since it can be argued that such a respondent does not simply *intend* to join a gym but has actually joined one; while one who signifies no intention of joining a gym is given a score of zero. For non-members who intend to sign up within the next 60 days, their likelihood score (from "1" to "7" after saying "yes" to Question 27: "Would you consider joining a gym?") is adopted as their *Y*-score. Table 1 shows the first seven of the total 165 respondents:

Table 1
Intent-Score, Attitude-Score, and Norm-Score of First Seven Respondents

Respondent #	Intent-Score (Y)	Attitude-Score (X_1)	Norm-Score (X_2)
1	8	39.1309	6.6422
2	1	40.5037	1.3152
3	0	45.3462	5.2606
4	8	47.8310	5.2606
5	8	47.7886	4.2545
6	8	51.5583	3.6606
7	5	50.0310	9.2060

Table 2
Overall Means from 165 Survey Returns

Attitudinal Factors	Belief Rating	Feel Rating
To Lose Weight	5.9576	2.2000
To Improve Health	6.4242	2.4451
To Build/Shape Body	6.2000	2.2182
Will Cost Money	5.5818	-0.3879
Will Take Up Time	5.1818	-0.0970
Needs Behavioral Effort	6.0121	0.7515
Subjective Norm Sources	**Belief Rating**	**Feel Rating**
Family	4.3758	0.7818
Friends	4.0303	0.4727
Officemates	3.6242	0.0606

Note:
Range of *feel rating* for Attitude factors is from (+3) as "very good" to (-3) as "very bad".
Range of *feel rating* for Subjective Norm sources is from (+3) as "very much" to (-3) as "not at all".
Range of *belief rating* for Attitude factors and Subjective Norm sources is from (7) as "extremely likely" to (1) as "extremely unlikely".

Weighted Mean

For the Attitude-Score, each of the respondents' ratings of the six-attitudinal factors is first multiplied by the *weighted mean* of the corresponding feel rating given above and then totaled. The Norm-Score is computed in the same manner. Thereafter, we estimated the regression model that relates intent to join a gym with attitudes towards gym membership and strength of subjective norm (see Appendix B).

(2) $\mathbf{Y = 1.0477 + 0.1056X_1 + 0.1151X_2}$

The constant or Y-intercept is 1.0477 and attitude-scores add 0.1056 to behavioral intent, while norm-scores add 0.1151 to the same. An *F*-test was conducted to determine the multivariate model's overall significance. (Further down, we conducted bivariate regression analysis to check the contribution of each independent variable separately.) At five percent level of significance, this regression model is significant since the *F*-stat of 6.5224 is greater than the *F*-critical value of 3.0. Also the significance *F* of 0.0019 is less than the stipulated five percent level of significance**.** This can be interpreted as supporting the hypothesis that there exists a significant relationship between behavioral intention to join a gym and the two independent variables of attitude and subjective norm. In other words, attitudes and subjective norm collectively and significantly affect one's intention to join a gym. *The first hypothesis cannot be rejected.*

The basis for both main hypotheses would be the *multivariate regression* model where the overall significance was derived. This model relates intention scores with attitude and subjective norm scores**.** The higher the independent variable (attitude and subjective norm) scores are, the

higher the dependent variable (behavior intention) scores are. This means that hypothesis 2 – "The higher the summative value of belief/evaluation regarding consequences of gym membership and strength of subjective norm, the stronger the intention of joining a gym." – cannot be rejected.

The coefficients of both attitude and subjective norm are positive, indicating a direct relationship between the dependent variable (behavioral intent to join the gym) and the two independent variables (attitude and subjective norm). When the two independent variables are taken together, we have a significant model that confirms hypothesis 2.

But further scrutiny reveals that, of the two coefficients, only that for attitude is significant. This can be seen from its *t*-stat of 3.3263, which is greater than the t-critical value of 1.975 at 5% level of significance. Its P-value of 0.0011 is less than 5%. The same cannot be said of the intercept and subjective norm. This suggests that a better model may be developed if we drop subjective norm and just retain attitude as predictive of intent to join.

BIVARIATE REGRESSION ANALYSIS

The *bivariate* model between intent and attitude follows:

(3) $$\mathbf{Y = 1.5455 + 0.1087X_1}$$

Attitude now adds 0.1087 to behavioral intent from 0.1056 in the multivariate equation. The gain in the coefficient is minimal but the model's overall significance is enhanced, as evidenced by a much higher *F*-stat of 11.8188. The individual *t*-stat for attitude also improves to 3.4378 but the intercept is still insignificant (less than 1.975). This can be interpreted to mean that only attitude contributes to one's behavioral intent to join a gym. (See also Appendix C.)

To countercheck, a *bivariate* model with only subjective norm as the explanatory variable yields the following model:

(4) $$\mathbf{Y = 5.5628 + 0.1466X_2}$$

The model yields a low *F*-stat of 1.8655 (less than 3.84) and significance *F* of 0.1739 (greater than five percent). The *t*-stat of subjective norm (1.3658) is also insignificant (less than 1.975). This can be interpreted to mean that subjective norm does not contribute to one's behavioral intent to join a gym. (See also Appendix D.)

t-*tests for Significant Difference*

We conducted *t*-tests to determine significant differences between the attitudinal factors of gym members and non-gym members. The attitudinal factors shown here are: (1) to lose weight; (2) to improve health; and (3) to build/shape body. For each *t*-test, the null and alternative hypotheses are:

H_0: $\mu_1 = \mu_2$ (population means are the same.)
H_1: $\mu_1 \neq \mu_2$ (population means are not the same.)

Table 3
t-test: Two-Sample Assuming Equal Variances

Attitudinal Factor	Mean Rating: Member	Mean Rating: Non-member	*p*-Value
1. To Lose Weight	6.1441	5.5741	0.0069
2. To Improve Health	6.5495	6.1667	0.0122
3. To Build/Shape Body	6.2882	6.0185	0.1418

Table 3 shows that:

1. At the five percent level of significance, the two population means for "To Lose Weight" are statistically different. We reject the null hypothesis and conclude that gym members rate the factors "To Lose Weight" higher than non-members;
2. At the five percent level of significance, the two population means for "To Improve Health" are statistically different. We reject the null hypothesis and conclude that members rate the factor "To Improve Health" higher than non-members do;
3. At the five percent level of significance, the two population means for "To Build/Shape Body" are not statistically different. As the *p*-value of 0.1418 is greater than five percent, we cannot reject the null hypothesis.

t-tests for the remaining three attitudinal factors (i.e., joining a gym "will cost money"; "will take up my time"; "needs behavioral effort") also show no significant differences between belief ratings of members and those of non-members.

The same observation can be made of the three sources of subjective norm (i.e., "family, friends, and officemates want me to join gym"). There exists no significant difference between members' and non-members' ratings of these sources of social pressure.

Earlier, we reported that attitude contributes, but subjective norm does not, to one's behavioral intention to join a gym. This finding suggests that Ajzen and Fishbein's formulation of the Theory of Reasoned Action does not entirely apply in the case of gym membership among the target market of Gold's Gym (which, as we have seen, comprises both members and non-members). Subjective norm adds no predictive power to the intention to join a gym.

What happens, however, when we look deeper at non-members, but distinguish between those who were gym members in the past (and have dropped out and are currently non-members) and those who have never been members)?

When the multiple regression analysis is limited to non-members and the exploratory dummy variable of past membership is added (i.e., past member = 1, never been a member = 0), a significant model emerges. The resulting *F*-stat of 7.5395 is higher than the *F*-critical value of 2.80 and the significance *F* of 0.0003 is less than the five percent level of significance. (See Appendix E.)

Three variables, taken together – Attitude, Subjective Norm, and Past Membership – predict the behavioral intent to join a gym. Individual tests, however, show that only the coefficient of subjective norm is significant (*t*-stat of 4.0164 vs. *t*-critical of 2.009) at five percent level of significance; while both the attitude and past member coefficients are insignificant (*p*-values exceed five percent).

A bivariate regression analysis strengthens this observation (see Appendix F). The *F*-stat jumps to 22.8085 and the coefficient of subjective norm is highly significant. The ten percent (coefficient of 0.1004) of subjective norm translates to a behavioral intent to join a gym.

This is a revelation. For Gold's Gym's target market – current as well as non-gym members – it is attitude, but not subjective norm, that influences the intent to join a gym. For such people, subjective norm is an insignificant component in Ajzen and Fishbein's Theory. But for people who are currently non-members, it's not attitude, but subjective norm, that influences behavioral intent.

All these seem to suggest a new consumer insight into the intent to join a gym: When we look at the target market in general – gym members and non-members – the theory seems to work; although a closer analysis seems to indicate that what has true predictive power in the theory is A_{act}, or attitude. However, when we isolate non-members, it is subjective norm that counts significantly toward behavioral intent. In other words, people who are *not* gym members *need* encouragement to join a gym (plus some motivation to comply with that encouragement); and these include people who

have never been members, as well as those who have dropped out.

CONCLUSION AND RECOMMENDATIONS

We tested, and found support for two hypotheses: (1) consumers with (a) positive attitudes regarding consequences of gym membership, and (b) motivation to comply with subjective norm favoring gym memberships, are more likely to affirm their intention to join a gym; and (2) the higher the summative value of belief/evaluation regarding consequences of gym membership and strength of subjective norm, the stronger the intention of joining a gym. As indicated in Appendix B, attitude and subjective norm collectively and significantly affect one's intention to join a gym (Hypotheses 1). And as indicated in the same table, the coefficients of both attitude and subjective norm are positive; when two independent variables are taken together, we have stronger support for Hypotheses 2.

Apart from finding empirical support for the two hypotheses derived from Fishbein and Ajzen's Theory of Reasoned Action, this study has both theoretical and practical significance

The theoretical model, of course, is in the main supported, as we do find a significant relationship between attitude and subjective norm, and the intention to join a gym. But when we apply the model to the gym target market, it turns out that we are dealing with two different clusters of respondents – those who are current gym members (whether at Gold's, Fitness First, Slimmer's World or others) and those who are not (whether they have been or have never been members in the past).

In the first cluster, positive attitude toward the consequences of gym membership predicts intent to join; for the second cluster, the motivation to comply with others' pressure to join, predicts intent to join. This suggests a refinement of theory: subjective norm may be said to be lost when we look at only current gym members; but we find it again when we shift our attention to non-gym members (even those who were gym members once upon a time). For these latter respondents, the social dimension of membership matters a lot more.

In practical terms, gym operators may need to use different marketing appeals in endeavoring to retain current members, on the one hand; and in recruiting new members and recovering lost ones, on the other.

To keep current members active and re-enlisting, gym marketers have to sustain and strengthen positive attitudes toward gym membership; possibly by emphasizing membership benefits such as weight reduction and improved health, which, as we have seen, are attitudinal factors which members rate significantly higher than non-members do.

To gain new members and recover lost ones (but note: not those who have defected from one gym to transfer to another), gym marketers have to capitalize on subjective norm (i.e., strengthen the pressure to join exerted by significant others). One way might be to reward referrals, or current members who recruit new ones. Another would be to offer group packages, such as discounted rates for husband and wife, or for two or more members coming from the same office or organization.

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Appendix A
Profile of Respondents

Respondents by Gym Membership Status

Membership Status	Frequency	Percentage
Current Member	111	67
Non-Member	54	33
Total	**165**	**100**

Current Gym Members' Profile

Gym Membership	Frequency	Percentage
Gold's Gym	80	73
Fitness First	17	15
Slimmer's World	8	7
Others	6	5
Total	**111**	**100**

Non-Members' Profile

Past Membership	Frequency	Percentage
Were members in the past	23	43
Were never gym members	31	57
Total	**54**	**100**

Frequency of Visits

Gym Visits Per Week	Frequency	Percentage
Once	16	14
Twice	25	23
Thrice	41	37
Four or more	29	26
Total	**111**	**100**

Hours Spent per Visit

Hour in Gym per Visit	Frequency	Percentage
Less than 1 hour	11	10
1-2 hours	57	51
2-3 hours	32	29
3-4 hours	7	6
4 or more hours	4	4
Total	**111**	**100**

Willingness of Non-Members to Join a Gym

Would Join?	Frequency	Percentage
Yes	38	70
No	16	30
Total	**54**	**100**

Appendix B
Multivariate Regression using Fixed Aggregate Weighted Average between Attitude, Subjective Norm, and Behavior Intention

ANOVA

	Df	SS	MS	F	Significance F
Regression	2	93.2060	46.6030	6.5224	0.0019
Residual	162	1157.4971	7.1450		
Total	164	1250.7030			

	Coefficients	Std. Error	t Stat
Intercept	1.0477	1.4898	0.7033
ATTITUDE	0.1056	0.0317	3.3263
SUBJECT. NORM	0.1151	0.1046	1.1003

Appendix C
Bivariate Regression between Attitude and Behavior Intention

ANOVA

	Df	SS	MS	F	Significance F
Regression	1	84.5550	84.5550	11.8188	0.0007
Residual	163	1166.1480	7.1543		
Total	164	1250.7030			

	Coefficients	Std. Error	t Stat
Intercept	1.5455	1.4204	1.0881
ATTITUDE	0.1087	0.0316	3.4378

Appendix D
Bivariate Regression between Subjective Norm and Behavior Intention

ANOVA

	Df	SS	MS	F	Significance F
Regression	1	14.1521	14.1521	1.8655	0.1739
Residual	163	1236.5509	7.5862		
Total	164	1250.7030			

	Coefficients	Std. Error	t Stat
Intercept	5.5628	0.6326	8.7929
SUBJECT. NORM	0.1466	0.1073	1.3658

Appendix E
Multivariate Regression between Attitude, Subjective Norm, Past Membership and Behavioral Intention

ANOVA

	Df	SS	MS	F	Significance F
Regression	3	110.8601	36.9534	7.5395	0.0003
Residual	50	245.0658	4.9013		
Total	53	355.9259			

	Coefficients	Standard Error	t Stat
Intercept	1.7819	0.4908	3.6306
ATTITUDE	0.0035	0.0084	0.4094
SUBJ. NORM	0.0963	0.0240	4.0164
PAST MEMBER	0.3006	0.6170	0.4872

Appendix F
Bivariate Regression between Subjective Norm and Behavior Intention

ANOVA

	Df	SS	MS	F	Significance F
Regression	1	108.5189	108.5189	22.8085	0.0000
Residual	52	247.4070	4.7578		
Total	53	355.9259			

	Coefficients	Standard Error	t Stat	P value
Intercept	2.0019	0.3675	5.4468	0.000
NORM	0.1004	0.0210	4.7758	0.000