MEMBERSHIP DECISION FACTORS IN CHAMBERS OF COMMERCE

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ABSTRACT

Membership Decision Factors in Chambers of Commerce

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The purpose of this study was to examine the role of organizational commitment (OC) and organizational identification (OI) on chamber of commerce membership renewal intentions (RENEW). While much work has been done to separate the concepts of OI and OC from each other, this study shows there is still a significant overlap, particularly with the variables that measure emotional attachment to the organization. Using exchange theory, OI and OC theories, a cross-sectional design, member surveys (n=190) and structural equation modeling for analysis, this study found that independent three factor measures for OI and OC, in a combined model, did not work well and resulted in the occurrence of discriminate validity issues. Three variables that were affected included: affective commitment, in-group ties, and in-group affect. When OI variable in-group affect and OC variable affective commitment were removed from the model, discriminant validity issues disappeared. Moreover, normative commitment was found to play a partially mediating role between the OI variable centrality and the OC variable continuance, along their paths to RENEW. Practical implications of the study were that membership renewal intentions were driven more by intrinsic factors such as the emotional attachment to the people within the organization and a sense of obligation to stay than they were by concrete benefits derived from membership. One potential limitation is most contemporary research focuses on employers and professional associations whereas in this case, it focused on corporate sponsored volunteerism in a multicultural organization that represented a variety of different industries. Implications for future research include reexamination of the emotional components of both OI

and OC, particularly in the areas of affective commitment, in group ties, and in group affect. Additional factors need to be identified and examined when using a combined OC and OI model to examine multi-cultural, multi-industry business leagues such as Chambers of Commerce.

Keywords: Organizational Identification, Organizational Commitment, Membership, Business leagues, AMCHAM

BIOGRAPHICAL SKETCH

Nace Crawford is a partner with Ursus Scientific, a consulting company focused on conducting biological research on at risk species. Nace has served in a variety of positions with the U.S. Government. These include: Consul General and Counselor for Regional Security Affairs at a number of U.S. Embassies. His overseas assignments have included Mexico, Russia, Costa Rica, Peru, Romania, India and Italy. Nace holds a Bachelor of Science degree in Business Administration from the University of Maryland, an M.B.A. from Southeastern University, is a graduate of the National Intelligence University, and was a Fellow in the Massachusetts Institute of Technology's Sem XXI program.

First and foremost, I dedicate this dissertation to my wife Catherine whose encouragement, self-sacrifice and support have been so critical in this process.

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STATISTICAL ABBBREVIATIONS AND SYMBOLS

VARIABLE SYMBOLS	DESCRIPTION
OIC	Organizational Identification Centrality
OIGA	Organizational Identification In-group Affect
OIGT	Organizational Identification In-group Ties
CAC	Affective Commitment
CC	Continuance Commitment
NC	Normative Commitment
RENEW	Membership Renewal Intentions of AMCHAM members
AGE	Biological Age
CIVSTAT	Civil Status (Married, Divorced, etc.)
EDUC	Education
ETHNICITY	Ethnic Origin i.e. Black, Caucasian, Hispanic, etc.
GENDER	Male / Female
YRSAMCHAM	Years of AMCHAM membership
YRSWK	Years of working experience

STATISTICAL SYMBOLS	DESCRIPTION
α	Alpha
β	Beta
γ	Gamma
Mdn	Median
N	Population size
N	Sample size
P	Probability
R	Linear correlation coefficient
R^2	Coefficient of determination
Df	Degrees of Freedom
GFI	Goodness of Fit Index
IFI	Incremental Fit Index
RMR	Root Mean Square Residuals
RMSEA	Root Mean Square Error of Approximation
$\chi 2$	Chi Squared

Membership Decision Factors in Chambers of Commerce

Chapter I

Given the growing plethora of business and trade organizations, potential business league members often have a choice of more than one organization that they can join. This increased competition for market share among business leagues has only accelerated in recent years and has been influenced by globalization, the proliferation of information technology and increased access to organizations beyond the immediate geographic area. The lifeblood of any voluntary organization is their membership. Marketing managers and association executives constantly try to recruit new members and retain those that have already joined. This is particularly true with business related associations, which are called business leagues.

The decision to join or retain membership in a business league is rooted in Homans' (1961) exchange theory. Ostensibly, exchange theory indicates that potential members make cost/benefit judgments. If the benefits of membership outweigh their cost, the individual will likely invest the time, energy and financial resources towards the endeavor. Previous research on business leagues has identified membership renewal as a measure of marketing success (Gruen, Summers & Acito, 2000).

Members join business leagues for a host of reasons and participate in their activities to varying degrees. Beyond the concrete benefits of membership, such as discounts on products, services, lower insurance costs and discounted tickets; intrinsic rewards of membership must also be considered. These benefits are hard to quantify and identify, but are manifested in the member's sense of belongingness and attachment to the organization, its community and its mission. This belongingness and attachment is built through fostering organizational identification and commitment.

Organizational Identification and Commitment

Developing a member's sense of identification with the business league and commitment to the organization, may not necessarily happen concurrently, but may occur sequentially. While these concepts will be more fully developed in the literature review, a brief discussion will help introduce the research questions that will be addressed in this dissertation.

Organizational identification is rooted in social identification theory originally developed by Tajfel and Turner (1986). Using this theory, identity is derived through three different mechanisms: categorization (or labels associated with religion, profession etc.), identification (belonging to groups) and comparison (to others and other groups) (Tajfel & Turner, 1986). This was later codified by Cameron (2004), who builds on earlier works by suggesting that there are three components that make up organizational identification: centrality, in-group effect, and in-group ties. Each of these component's is separate and distinct (Cameron, 2004).

By contrast, the concept of commitment is elucidated in Gruen, Summers and Acito's (2000) study identifying three factors that make up this psychological bond to the organization: the sense of obligation to remain connected to the association (normative commitment), positive emotional commitment to the organization (affective commitment), and the sense of self interest for remaining with the association (continuance commitment).

One of the interesting aspects of Gruen et al.'s (2000) research is that business league members did not feel strong identification with the business league that he and his colleagues studied. Insurance industry executives, the focus of the study, did not derive a sense of identification from the league but rather obtained it from other aspects of their careers. This was also identified as an area where Gruen et al. (2000), felt additional research needed to be undertaken.

Harris and Cameron's (2005) research on organizational identification and commitment as predictors of employee turnover and psychological well-being, examined the differences between the two concepts. For example, belonging to an organization does not necessarily mean that an individual has internalized an organization's beliefs, goals and attitudes; they may be committed to the organization out of personal convenience. While this may be important, Gruen et al.'s (2000) study showed that membership renewal seemed to be related almost exclusively to the performance of the association's core services (benefits). Similarly, Markova, Ford, Dickson, and Bohn (2013), found that tangible benefits such as website access, conferences and professional development as well as customer service were important to the sustainability of organizational membership.

Research Questions

Developing both organizational identification and organizational commitment within business leagues are proposed as critical factors in membership renewal intentions. The research questions that will be investigated in the proposed study are as follows:

R1 – What role does organizational identification play in business league membership renewal intentions?

R2 – What role does organizational commitment play in business league membership renewal intentions?

R3 – Is building organizational identification a precursor to developing organizational commitment in business leagues?

Target Organization

Prevailing legal frameworks and tax codes have traditionally grouped business oriented organizations under the same moniker, that of the business league. There are however, many types of organizations that fall into this category. All of the organizations share similarities and differences. Some focus on singular industries such as professional associations, while others span many industries, such as chambers of commerce. Professional associations focus on individual member development and promote advocacy for a specific profession. Chambers of commerce, by contrast, focus on promoting business opportunities, gaining access to new markets and reducing regulatory barriers to competition.

Professional associations in highly regulated industries may exercise greater span of control over their members. For example, they may be the gateway to gaining licensure, meeting apprenticeship requirements and be responsible for peer review. Chambers of commerce are not highly regulated and they have little or no control over their members. Nevertheless, both types of organizations share similarities: they need to build and retain members, develop a sense of community within their business league, and are worried about external factors such as government regulations.

Most of the available research on business leagues is focused on professional associations. Given their differences, the results and generalizability of these academic studies may have limited applicability to other business leagues, such as chambers of commerce and other types of leagues in less regulated fields. Nevertheless, professional associations are, in a sense, the closest parallel to chambers of commerce and therefore, worthy of examination within the context of organizational identification and commitment.

For the purposes of this study the target organization was the American Chamber of Commerce in Monterrey (AMCHAM), Mexico. AMCHAM Monterrey is a quasi-independent chapter of the American Chamber of Commerce in Mexico.

Chapter II. Literature Review

This literature review will examine the contemporary works that create the basis for this proposed study. Marketing managers and voluntary organization executives face increased competition from other entities to grow and maintain their membership. Membership is the lifeblood of the organization. The focus of this research will be on business leagues. In general terms, business leagues differ from other leagues in that their focus is centered on professional development, networking and advancing business and trade.

Defining Business Leagues

While there are different types of business leagues, for legal and tax purposes, the U.S. Internal Revenue Service (2013) defines business leagues as:

> An association of persons having some common business interest, the purpose of which is to promote such common interest and not to engage in a regular business of a kind ordinarily carried on for profit. Trade associations and professional associations are business leagues. To be exempt, a business league's activities must be devoted to improving business conditions of one or more lines of business as distinguished from performing particular services for individual persons. The term line of business generally refers either to an entire industry or to all components of an industry within a geographic area. It does not include a group composed of businesses that market a particular brand within an industry. Chambers of commerce and boards of trade are organizations of the same general type as business leagues (p.1).

Factors Influencing the Decision to Join Business Leagues

The decision to join a business league association or retain membership in the organization is rooted in exchange theory originally introduced by George Homans (1961). Exchange theory holds that everyone conducts a cost/benefit analysis with respect to their investment of time, energy and resources. Homans' model was later expanded and further developed by other theorists such as Blau and Scott (1962). When applied to business league membership decisions, exchange theory suggests that if the benefits outweigh the costs of membership then the person will join or retain membership in the organization. It is, therefore, extremely important to identify which factors most heavily influence member's decisions to retain membership.

Modern Benefits of Business Leagues

The paucity of scholarly research on business leagues makes understanding the factors that influence membership renewal intentions important to marketing strategies. The research that has been conducted is primarily focused in highly institutionalized fields such as the medical, legal, engineering, academia, and accounting. Studies that have been conducted in these areas indicate that there are a number of factors that influence membership decisions such as perceived benefits, perceived costs and demographic factors. For example, Yeager and Kline's (1983) research determined that individuals join business leagues for a variety of reasons. These include prestige, social reasons, economic motivation and altruistic beliefs (Yeager & Kline, 1983). Olson (1965) found that the benefits that were rated the highest in value are those that are personal in nature. Not all of the benefits offered by business leagues are used by members and those that have personal relevance were most often recalled by members. Moreover, those benefits that can be derived by the public or obtained through another means,

other than membership, are not seen as being factors which entice individuals to join or retain membership in associations (Olson, 1965).

The benefits of business league membership fall into two categories: promotional and substantive. Promotional benefits are seen as discounted costs for auto insurance, travel, telephone service, etc. Substantive benefits include such things as: lobbying for improved wages, continuing education, developing standards and advancement of the profession (Browne, 1976). Early studies indicated that one of the primary reasons that people join voluntary associations is the development of personal relationships (Jacoby, 1966). These results were amplified by additional research on volunteer organizations that found that their members were motivated by four primary desires: social (relationships and helping others), material (making contacts and improving work skills), altruistic (solving community issues, meeting societal obligations) and developmental (enhanced knowledge, utilization of talents, self-esteem) (Finley, 1987).

More studies have indicated that members see the primary benefit of professional associations as networking, technological advancement, sharing of knowledge, financial benefits and career opportunities (Cornell & Farcas, 1995). A study of librarians indicates that the benefits of joining an association include: professionalism, quality of meetings, conferences, political action and networking. This research also indicated that the decision as to which organization to join is often determined by the member's employer and their willingness to support the association by paying annual dues and continuing education costs (Kamm, 1997).

Another group of researchers studied association relationship management activities and examined three behaviors by members that were indicative of membership marketing success: membership renewal, participation and co-production (Gruen et al., 2000). Gruen et al. used

actual membership instead of renewal intentions. They defined participation broadly as the degree to which a member uses or consumes the association's benefits. Co-production is the degree to which the member gets involved with the association in terms of advocacy, developing educational programs or other benefits offered. Another area that they examined was the degree to which the league disseminated its organizational knowledge. These included the organizations goals, culture, values and behavior. Some professional organizations provide members with new member packets, mentoring and other types or socialization mechanisms. This information is useful in acquainting the new member with the organization and beginning to build a knowledge base, frame expectations and build a bond with the new member.

Gruen and his colleagues (2000) examined the role of core services on member behaviors. For example, a number of organizations provide a dizzying array of benefits to members. These include discounted services, books, educational lectures and other items that members gain access to as a result of their membership. They examined the extent to which these core services were utilized by the membership. Their research findings were interesting and significant in that, the value of these services was strongly correlated to the membership renewal behavior by members of the insurance industry. In their study, core services performance was the most essential element in predicting membership renewal behavior, to the exclusion of virtually all other factors. Markova, Ford, Dickson and Bohn's (2013) research demonstrated that good customer service and substantive benefits such as professional development, access to websites, and conferences were what sustained a large international professional association and were important to membership renewal. Ayache and Naima (2014)

found that flexible benefit packages were associated with higher levels of commitment and lower turnover among employees.

Organizational Identification and Commitment

According to the American Society for Association Executives (ASAE), in addition to providing good membership benefits, building a sense of community is critical to the long-term survival of the association (Wedeman, 2006). Through its study of several associations in 2000, they identified several factors that make up the sense of community: membership, influence, integration, fulfillment, and shared emotional connection. The study defined "membership" as a feeling of belonging in the organization. The study defined "integration and fulfillment" as an individual's perception that the benefits derived from the relationship with the association were meeting their needs. The ASAE study defined "shared emotional connection" as an emotional bond or connection to the organization (American Society for Association Executives, 2001).

Organizational Identification – an Overview

The researcher believes that organizational identification plays a key role in developing and retaining business league membership. The underpinnings for the concept of identity can be found in the sociological literature in the early 20th century. Cooley (1902) was one the first sociologists to discuss the interaction between individuals and groups. He believed that people derive a sense of self through their interaction with others. This sense of self is developed from several sources, the true self, one's own perception of self, how others perceived you and how you believe others perceive you. In essence, self-image is derived from peering into the "looking glass" (Cooley, 1902). This concept was expanded to include a distinction between the

influences of primary groups such as family and neighborhood and secondary groups such as social groups.

Mead (1934), on the other hand, sees the "self" as a product of the environment such as geography, nationality, political relationships, language, etc. Mead observed that children mimic adult behavior to learn societal roles, then participate themselves through re-enactment during play. In adulthood, they learn group norms and expectations from participation in the social process. He postulates that there is a distinction between "I" and the "me" in terms of self. The "I", which is made up of personal observation or situations, is more reflective in experience and more deliberate. By contrast, the "me" is more a product of models of behavior, unconscious responses etc. (Mead, 1934).

Goffman's (1959) work is important to understanding "self" through the lens of social interaction because he viewed "self" as a constantly changing being that is influenced and changed by interaction with others. He theorized that "self" was much like a character being played by an actor on a stage. An individual's clothes, attitude and beliefs are all used to portray the individual character or "self" to the audience with the help of the rest of the cast which supports the performance. Performances are given to the audience using the public "self" but backstage the person can let down their guard and act in a different way, without being viewed by the audience. Goffman (1959) also discusses the role of impression management and how others in the team work to maintain a certain image for not only the individual but also the "cast" in the performance (Goffman, 1959).

This sense of "self" and interaction with groups of people is solidified by Tajfel and Turner (1979), a development of social identity theory, which lays the foundation for modern research in the area. They developed the theory to explain behavior in intergroup settings.

Essentially, their research indicates a propensity for people to show greater favoritism for groups in which they are members, than for those groups that they do not share membership (Tajfel & Turner, 1979).

Tafjel and Turner (1979) demonstrated, through examination of students placed into random groups, that membership bonds need only be minimal in order to create preference for in-group experiences to out of group experiences. These bonds can be established simply through labeling. For example, labels of nationality, religion or simply being the member of a work group are enough to trigger the in-group preference response.

How an individual determines which groups they fall into relates to a mental categorization process. This process involves a reflection of an individual's personal interests, beliefs and setting. Ostensibly, a person begins to self-stereotype. They may then, based on new experience, accept a new group identity and cloak themselves in the new attitudes and customs. For example, if someone becomes a physician, they will don garb associated with physicians, adopt a different value system, norms, etc. Part of an individual's personal identity is, therefore, derived from being part of the group and vice-versa (Tafjel & Turner, 1986).

Albert and Whetten's research (1985) led to the general definition of organizational identification as a subcomponent of social identity. Organizational identification, according to these theorists, is an identity that is central, enduring and distinctive. Centrality relates to members beliefs about what is central to the organization. Distinctiveness relates to what differentiates the organization from other groups. Finally, what are the enduring or lasting parts of the organization that link the organization's past to its present and to its future? This self-reflection is central to answering the question: who are we? (Albert & Whetten, 1985).

Whetten's (2006) contribution to the field underscores the multi-level identity that an individual can assume or contribute toward. For example, who are you as an individual, as a family member, a group, a workplace, a profession, an industry, a nation, or a human? An individual can continue to develop each of these identities and can also change their own personal traits as a result of interactions with these groups.

Other dimensions of identity can be both internal and external. Maintaining a high quality, positive, socially engaged image is important to most organizations. This external "branding" is particularly important to marketers, who strive to develop a buzz around new product lines and maintain a positive public image for the business or organization they represent. This organizational image may also be relayed through the form of company logos or other symbols representing the organization. Another dimension of organizational identification is the internal aspect of the organization such as its culture, norms and other aspects (Puusa & Tolvanen, 2006).

Using these theories, social identification is derived through three different mechanisms: categorization (or labels associated with religion, profession etc.), identification (belonging to groups) and comparison (to others and other groups) (Tajfel & Turner, 1986).

Components of Organizational Identification

Tajfel and Turner introduced the theory of organizational identity as a subcomponent of social identity and showed that membership bonds can be established even through there is weak association mechanisms such as labeling. For example, labels of nationality, religion or being the member of a work group are enough to trigger the in-group preference response. The identity that is derived from being part of the group or social identity is different from personal identity (Tafjel & Turner, 1986).

A number of researchers have conceptualized and examined social identity, but most have viewed it as singular factor such as Brown, Condor, Mathews, Wade and Williams (1986) and Riketta and Dick (2005).

Cameron's (2004) model utilizes factors that were theorized in Deaux's (1996) work that suggests that social identity incorporates factors such as: emotional associations, cognitive processes and group interdependence.

Cameron (2004) developed a three factor model to measure organizational identification. The three factors he identified were: in-group ties, cognitive centrality, and in-group affect. His three factor model was contrasted against two and three factor models using four studies involving a total of 1078 participants. Using Confirmatory Factor Analysis, the results of the study demonstrated that the three factor model was superior to one and two factor models. In-group affect and in-group ties were the strongest components throughout the four studies. Nevertheless, all factors demonstrated correlations ranging from .61 to .13 suggesting they were moderately correlated. Based on the results of the four studies, the organizational identification scale was optimized from 18 items down to 12. The alpha for centrality was .80, the alpha for in-group affect was .85 and the alpha for in-group ties was .83 (Cameron, 2004).

Cameron's (2004) questionnaire was later adapted and retested for use in examining measures of organizational identification vice organizational commitment (Harris & Cameron, 2005). The study, while small – only 60 respondents -- continued to demonstrate that multi-dimensional measures of social identification were superior to uni-dimensional ones. Moreover, organizational identification is related to organizational commitment but they are separate and distinct concepts. Organizational identification factors (centrality, in-group effect, and in-group ties) were moderately to strongly correlated to two organizational identification factors --

normative commitment and affective commitment. They had a slight negative correlation to continuance commitment.

Cameron's (2004) three factor model and scale were further scrutinized by Obst and White (2005). One and two factor models were contrasted against Cameron's (2004) three factor model. Using Confirmatory Factor Analysis, the fit was assessed and the three factor model was determined to have superior results. For example, the Incremental Fit Index, Comparative Fit Index and the Goodness of Fit indexes were all consistently higher using a three factor exogenous model for organizational identification.

Centrality. Cameron (2004) expands upon Tajfel and Turner's (1986) work to operationalize the concept of centrality. Centrality, for purposes of the proposed study, relates to a member's feelings about the business league as it relates to the member's sense of identity. Research suggests that an organization is central to a person's mind, contributes significantly to identification of an individual's self-concept and is frequently thought of as an integral part of their life (Harris & Cameron, 2005), (Cameron, 2004), (Luhtanen & Crocker,1992) and (Gurin & Marcus,1989).

In-group affect. Even though the member may see a business league itself as important to their life, there is a separate and distinct emotional aspect to those feelings. This factor is referred to as the "in-group effect". It is essentially the emotional feelings that are related to the experiences that one derives from being part of the group. For example, the organization can be central to self-identity but the member can experience emotions related to that experience. That intensity of emotion (i.e. being happy) is considered a measurable part of organizational identification as experienced by the individual member (Harris & Cameron, 2005), (Cameron, 2004), and (Luhtanen & Crocker, 1992).

In-group ties. The third component of organizational identification as it relates to individual members of professional associations is the "stickiness" or gravity of the group to the member. In other words, the level to which they are able to develop interpersonal relationships with other members of the association (Harris & Cameron, 2005), (Cameron, 2004), (Baumeister & Leary, 1995), (Allport, 1954), and (Bollen & Hoyle, 1990).

Organizational Commitment

Developing both organizational identification with business leagues and organizational commitment are proposed as critical factors in business league membership renewal intentions (RENEW). The researcher, however, believes that they are not parallel factors, but rather developed in a sequential process. Both Trice (1993) and Guzman, Stam, and Stanton (2008) suggest that organizational commitment may be predicated on development of a sense of organizational identification by its members. In addition, Gruen and his colleagues found in their study of over 2,500 insurance executives, who were members of a professional association; there was no statistically significant relationship between commitment and membership renewal intentions (Gruen et al., 2000). They postulated that the reason for this was, in part, that the members of the organization, while committed, did not identify with the organization. This was also an area that he and his colleagues recommended for additional study (Gruen et al., 2000).

According to Harris and Cameron (2005), organizational identification is separate and distinctive from organizational commitment. Harris and Cameron, (2005) as reflected in Ashforth and Mael (1989), indicate that organizational commitment may reflect the personal objectives which may not be in the best interest of the group or its members. For example, someone could be a member of an organization simply because they seek career enhancement, licensing, etc. Ostensibly, the person is seeking personal goals and using the organization as a

way to achieve them. In addition, commitment is a feeling of allegiance or loyalty to the organization.

This concept of commitment has been most widely studied in places of employment but not significantly in the areas of volunteer organizations, which most closely replicate AMCHAM membership. For most of the board members and general members AMCHAM membership is a part time endeavor. As such, the general members and board members do not receive any compensation. Dawley, Stephens and Stephens (2005) points out in their study of commitment in chambers of commerce, that members are not motivated by organizational rewards such as pay, seniority, benefit packages, etc., but rather by the intrinsic rewards. Members particularly those serving on executive boards, also gain indirect economic benefits through learning, community interaction, networking and increased professional and personal visibility. For a local businessperson, there are few, if any, volunteering alternatives for achieving both psychological and economic benefits (Dawley et al., 2005).

Affective commitment. Meyer and Allen (1991) built the concept of affective commitment on Mowday and his associates work (Mowday, Porter & Steers, 1982). Essentially, affective commitment is the sense of emotional attachment that an individual feels toward an organization. They have internalized the goals of the organization and want to stay as a member of the organization.

Normative commitment According to Meyer and Allen (1991), normative commitment is the sense of moral obligation one feels to the organization. This can relate to a feeling of guilt if the person quit membership in the organization, or a sense that the person abandoned the organization after it and its members invested time and effort in the individual. This was further explored by other researchers such as Bergman (2006).

Continuance commitment. Meyer and Allen (1991) viewed commitment as a sense of gain or loss attributed to leaving the organization. It is effectively the costs and benefits of leaving with the organization.

Distinction and Overlap between Commitment and Identification

As indicated earlier, the concept of organizational identification and commitment were often used interchangeably and a number of studies have found similarities and differences in the concept (Riketta & Dick, 2005). Some studies have affirmed that they are different concepts but some areas are overlapping (Harris & Cameron 2005). Van Knippenberg and Sleebos (2006), found that the organizational identification is primarily related to the melding of the group into the member's self-definition, whereas commitment relies on social interaction related to a social exchange with the organization, where the employee's contribution is rewarded with recognition, financial incentives, etc. Ashforth and Mael (1989) indicate that organizational identification focuses on the individual's self-definition whereas commitment can be a mechanism to achieve both organizational and personal goals. Romeo, Yepes, Berger, Guàrdia and Castro's (2011) research found that there were areas of overlap and developed the Identification-Commitment Inventory (ICI model) which attempted to reduce the overlap by measuring different separate concepts within organizational identification and commitment. The model shows promise but is limited in the dimensions that were outlined in both the Gruen et al., (2000) study and the Harris and Cameron (2005) study. Like Romeo et al. (2011) study, Dávila and García (2012) expands on the differences between organizational identification and organizational commitment, particularly in the area of affective commitment and organizational identification. They found many similarities but ultimately affective commitment and the subcomponent of organizational identification called sense of belonging, were distinctly different.

Other factors may also influence the levels of organizational identification within the organization. For example, the perceived prestige of the organization can affect how closely the individual identifies with organization and its goals and makes them their own. The greater the sense of prestige with membership the more willing the member is to cloak themselves in the identity of that organization and make it part of their central identity (Bergami & Bagozzi, 2000). Still another factor is how well the individual member feels there is perceived organizational support (Edwards & Peccei, 2010). The greater the level of organizational support given to the member, the greater the sense of identification by the member to the organization.

Renewal and Turnover

Turnover intentions have been associated with lower levels of organizational identification (Mael & Ashforth, 1995). Similarly, turnover intentions have been associated with lower levels of organizational commitment (Meyer & Allen, 1997). In the context of workplace turnover, Meyer and Allen (1997) indicated that turnover intention is the desire or readiness to seek another job. In the current context, membership in a business league does not convey the same benefits as a workplace. There is no pension to give up, no pay issues to consider, no trepidation about finding health care.

Measurement of turnover can come in terms of actual turnover or intent to turnover. There have been a number of studies that have examined intended turnover and found that actual turnover and intended turnover are highly correlated (Lambert, Hogan & Barton, 2001) and (Price, 2001). Gray, Lindblad and Rudolph (2001) used turnover intentions by organizations as a method of assessing their satisfaction with services.

There is a considerable amount of literature that indicates that membership renewal intentions are the best predictor of whether someone is leaving (Bluedorn, 1982), (Mobley,

1977), (Kim, Price, Mueller & Watson, 1996), and (Schoepp, 2011). Similarly, the relationship of membership renewal intentions, Allen and Meyer (1996) found that employment turnover intentions are consistently correlated with commitment.

Role of Demographics in Membership Decisions

The membership in a volunteer organization, such as a business league is impacted by a variety of factors. Demographic factors that can affect membership include: age, gender, ethnicity, work experience, marital status, and socio-economic status. They also include stages of life and generational differences (Wiley, 2011).

Age has been shown to play a role in league membership. The bulk of association members tended to be from 30 to 60 years of age (Knoke & Thompson, 1977). Other studies such as Yeager, Rabin and Vocino (1985) showed that age played no role in membership. McCroskey and O'Neil (2010), showed age had no impact on organizational commitment in professional associations. Briggs, Peterson and Gregory (2010), indicated that young volunteers are more likely to be motivated by personal gain such as career development than are older adults who are motivated by more altruistic reasons. Nave and Arminda (2013) noted that age influences the reasons why people do corporate sponsored volunteer activities. Younger volunteers are motivated by personal themes such as self-image, personal development and career, while older volunteers are motivated by furthering the good of the local community, social causes and helping others. Markova, Ford, Dickson and Bohn (2013) reported that younger members were not as concerned with the value of member benefits as older members.

Ethnicity and gender are also a factor that can contribute to the decision to join voluntary associations. Afro-Americans tend to have a higher membership rate in voluntary organizations than Caucasians (Williams, Babchuck & Johnson, 1973). In general, men have been found to

have a greater level of membership in associations (Tomeh, 1973). Alternatively, Gaan's (2008) study showed no linkage between gender and commitment. McCroskey and O'Neil's (2010) research showed that there was a statistically significant association between affective commitment and gender as well as tenure in an organization.

Those individuals who are married also appear to have a higher rate of membership than those that are single (Babchuk & Booth, 1969). Socioeconomic status also appears to play a role in the level of association membership. Wealthier individuals tend to join associations more frequently than their poorer counterparts (Curtis & Zurcher, 1971). Additionally, membership is often influenced by the individual's profession, stage in their career and by individual motivations (Denton & Ferende, 1976). These include: prestige, social interaction, economic motivation and altruistic beliefs (Yeager & Kline, 1983). Kelarijami and Ebrahim (2014) found that length of service is positively correlated with levels of commitment.

Since age, ethnicity, marital status, gender, length of service and other demographic factors influence membership decision-making; they will be utilized as control variables for purposes of this study.

Table 1

Summary of Model Constructs and their Theoretical Sources

Category	Construct	Literature Source
Exogenous Variables -- organizational identification		Dávila & García (2012); Romeo, Yepes, Berger, Guàrdia & Castro (2011); Van Knippenberg & Sleebos (2006); Riketta & Dick (2005); Obst &White (2005); Harris & Cameron (2005); Cameron (2004); Lambert, Hogan & Barton (2001); Price (2001); Luthanen & Crocker (1992); Tafjel &Turner (1979); Tafjel (1982)
Mediating Exogenous Variables – organizational commitment		Dávila & García (2012); Romeo, Yepes, Berger, Guàrdia & Castro (2011); Guzman, Stam & Stanton (2008); Dawley, Stephens & Stephens (2005); Harris & Cameron (2005); Gruen, Summers & Acito (2000); Trice (1993); Ashforth & Mael (1989)
Endogenous variable – Membership renewal intentions	Membership Renewal Intentions	Schoepp (2011); Gray, Lindblad & Rudolph (2001); Kim, Price, Mueller & Watson (1996); Mael & Ashforth (1995); Bluedorn (1982); Mobley (1977)
Control Variables	Age	Nave & Arminda (2013); Markova, Ford, Dickson & Bohn (2013); McCroskey & O'Neil (2010); Briggs, Peterson and Gregory (2010) Yeager, Rabin & Vocino (1985); Knoke & Thompson (1977)
	Gender	McCroskey & O'Neil (2010); Gaan (2008); Tomeh (1973).
	Ethnicity	Williams, Babchuck & Johnson (1973)
	Marital status	Babchuck & Booth (1969)
	Socio-Economic status	Curtis & Zurcher (1971); Denton & Ferende (1976); Yeager & Kline (1983)
	Length of service	Kelarijami & Ebrahim, (2014)
Mediation OI-OC-RENEW		Romeo, Yepes, Berger, Guàrdia & Castro (2011); Guzman, Stam & Stanton (2008); Trice (1993)

Research Questions

Business leagues are important to society and have historically been vehicles through which changes in professional practice, legislation and technological advances have occurred. The size of the league, its influence and the socio-economic status of its membership are inexorably affected by both internal and external forces.

Maintaining a strong and vibrant membership is a business league's lifeblood. Understanding how organizational identification and organizational commitment affect membership renewal are important aspects for marketers and business executives. Gruen and his colleagues' (2000) research indicates that one of the implications for future study was that while their study participants had commitment to the organization, they did not feel a sense of identification with it. Harris and Cameron's research demonstrates that organizational identification and organizational commitment are two different and distinct constructs (Harris & Cameron, 2005). Both Trice (1993) and Guzman et al. (2008) theorize that these are not parallel influences but are rather developed sequentially. In order to develop organizational commitment, the individual must first develop organizational identification (Trice, 1993), (Guzman et al., 2008). Based on both the Gruen et al. (2000) and Harris and Cameron (2005) models, adjusted for the organizational identification / organizational commitment relationship suggested by both Trice (1993) and Guzman et al. (2008), the researcher theorizes that organizational commitment plays a mediating role between organizational identification and membership renewal intentions.

Returning to our research questions previously postulated, the researcher has developed the following hypotheses:

R1 – What role does organizational identification play in business league membership renewal intentions?

R2 – What role does organizational commitment play in business league membership renewal intentions?

R3 – Is building organizational identification a precursor to developing organizational commitment in business leagues?

Hypotheses

In order to answer the research questions posed above we must examine the impact of organizational commitment and organizational identification on membership renewal intentions. In research question 1, we examine the role of organizational identification on membership renewal intentions (RENEW). Organizational identification consists of three subcomponents: centrality (OIC), in-group affect (OIGA) and in group ties (OIGT). In order to examine the effects of each of the subcomponents on RENEW, the following hypotheses are posed (see Figure 1).

H1a – The greater the level of organizational identification (OIC) in business leagues, the greater the level of RENEW among AMCHAM members.

H1b – The greater the level of organizational identification (OIGA) in business leagues, the greater the level of RENEW among AMCHAM members.

H1c – The greater the level of organizational identification (OIGT) in business leagues, the greater the level of RENEW among AMCHAM members.

In research question 2, we examine the role of organizational commitment on RENEW. We must, therefore, complete a similar process with the subcomponents of the 2nd latent exogenous variable -- organizational commitment (see Figure 1). Organizational commitment is

comprised of 3 subcomponents: normative (NC), continuance (CC) and affective commitment (CAC). In order to examine the effects of each of the subcomponents on RENEW, the following hypotheses are posed.

H2a – The greater the level of organizational commitment (NC) in business leagues, the greater the level of RENEW among AMCHAM members.

H2b – The greater the level of organizational commitment (CC) in business leagues, the greater the level of RENEW among AMCHAM members.

H2c – The greater the level of organizational commitment (CAC) in business leagues, the greater the level of RENEW among AMCHAM members.

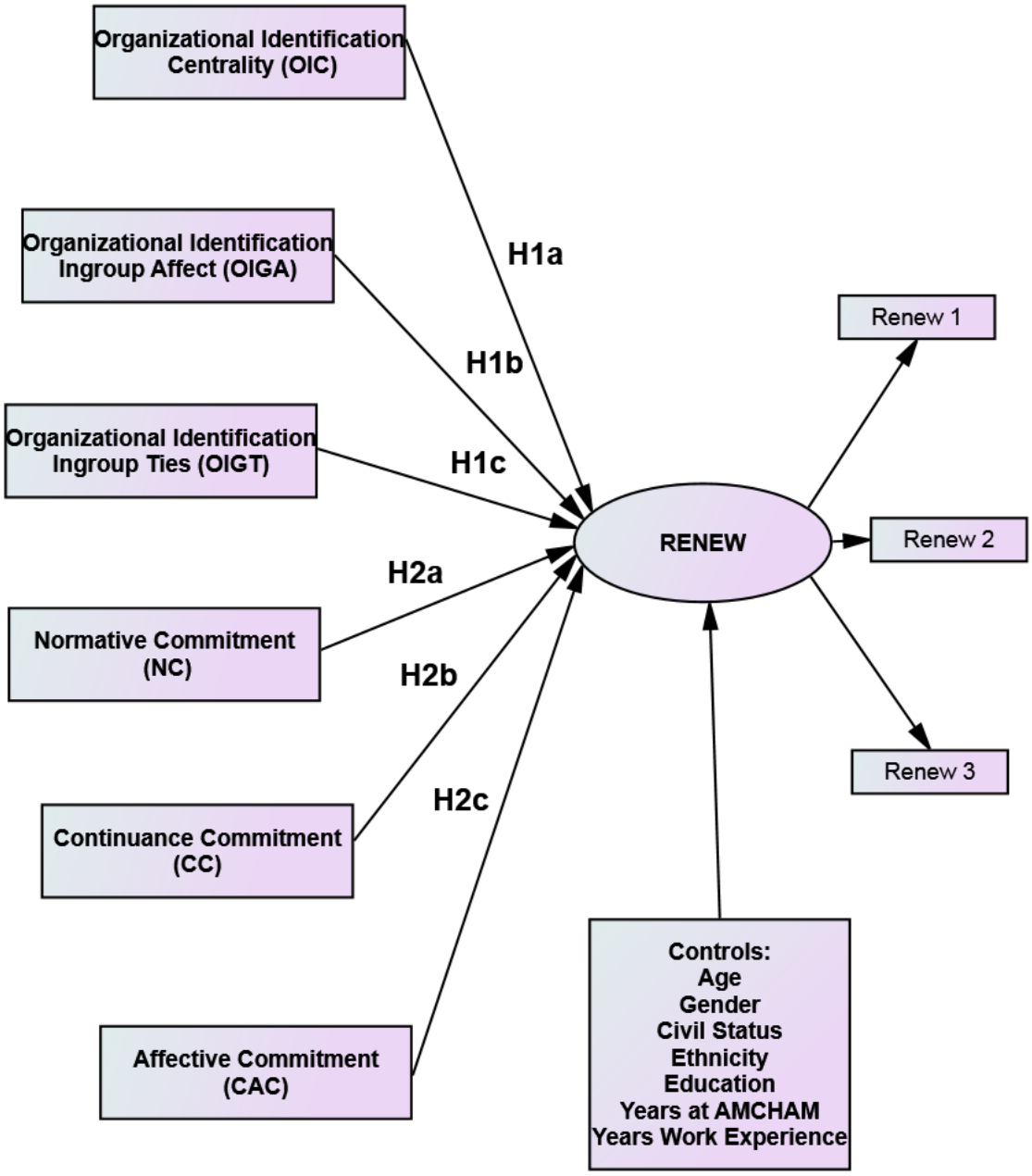

Figure 1. Initial Hypothesized Model showing Hypotheses (H1a-c, H2a-c).

After examining the effects of the subcomponents of latent exogenous variables organizational commitment and organizational identification on the latent endogenous variable

RENEW, we turn our attention to research question 3. This research question examines the possibility that establishing organizational identification is a precursor to developing organizational commitment as indicated by Trice (1993) and Guzman et al. (2008). In order to do this, we need to determine if the subcomponents of organizational commitment play a mediating role between organizational identification and RENEW. The following hypotheses are, therefore, posed.

H3a – Organizational identification (OIGT) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CC).

H3b – Organizational identification (OIGT) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (NC).

H3c – Organizational identification (OIC) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (NC).

H3d – Organizational identification (OIC) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CC).

H3e – Organizational identification (OIGT) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CAC).

H3f – Organizational identification (OIC) is expected to affect RENEW among AMCH AM members through mediation by organizational commitment (CAC).

H3g – Organizational identification (OIGA) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CC).

H3h – Organizational identification (OIGA) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (NC).

H3i – Organizational identification (OIGA) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CAC).

Model Development

Combining the factors identified in the literature review, the proposed model will examine how organizational commitment and organizational identification (exogenous latent variables) influence RENEW (endogenous latent variables). The researcher believes that the correlation between the endogenous and exogenous variables will be strong. Moreover, the researcher believes that the beta level for the path between the level of organizational identification and the level of organizational commitment will indicate that it is a precursor to RENEW (see Figure 2).

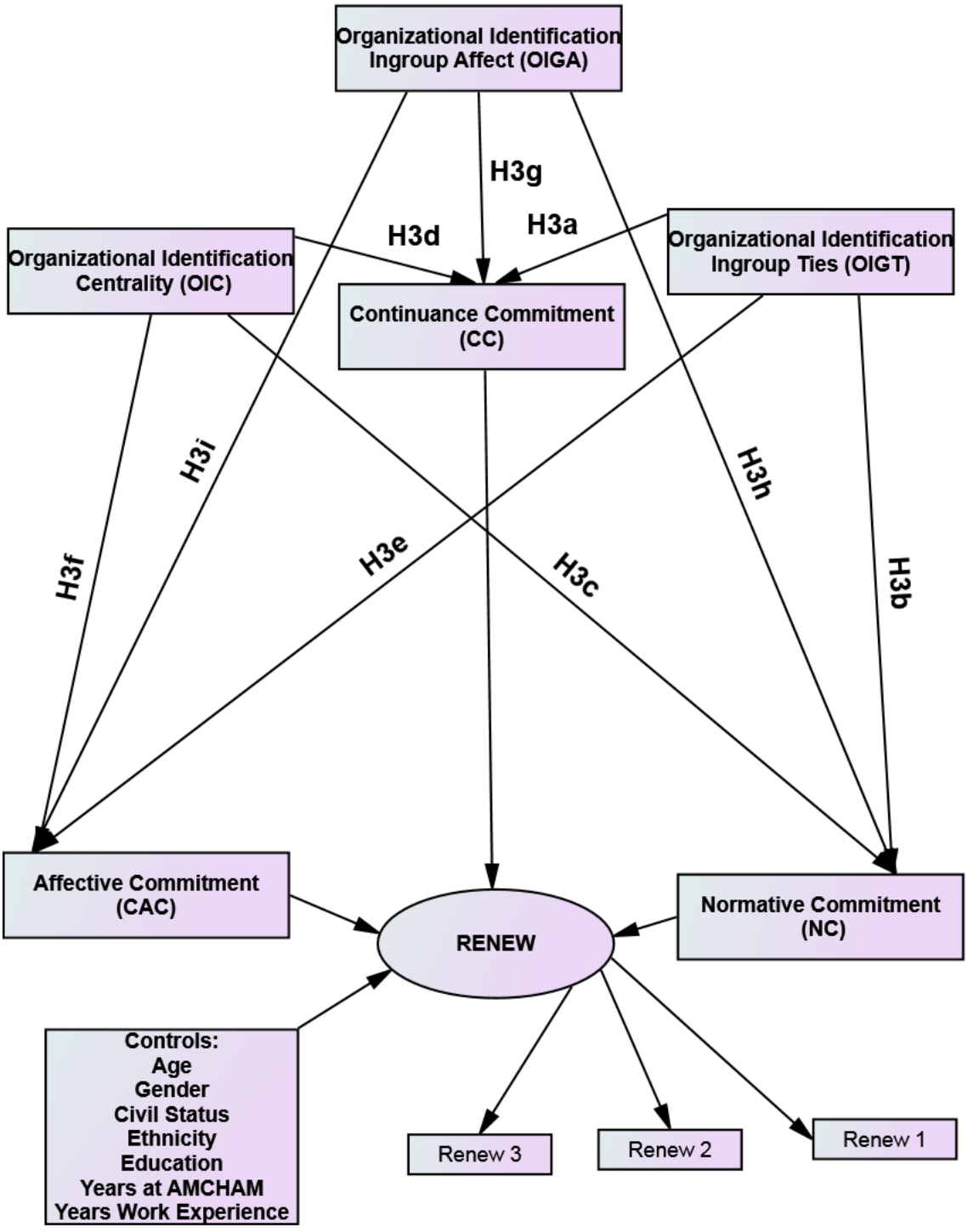

Figure 2. Initial Hypothesized Mediation Model showing Hypotheses (H3a-i).

For purposes of this study, the researcher has developed a theoretical model (Figure 1 & 2) and defines the exogenous and endogenous variables as follows:

Definitions of Model Variables

Operational definitions are presented for each of the three latent variables in this model. The exogenous latent variable in this model is organizational identification, the endogenous latent variable is RENEW, and the theorized latent mediating variable is organizational commitment. Each of these latent variables consists of additional latent and observed variable subsets as indicated and defined as follows.

Organizational Identification (exogenous variable).

Centrality (OIC). For purposes of this study, this latent variable is defined as: "the centrality of a social group reflects its position in the overall structure of the self-concept. A group that is one that contributes in a substantial way to self-definition and that is chronically accessible" (Harris & Cameron, 2005, p. 160).

In-group affect (OIGA). For purposes of this study, this latent variable is defined as: "the subjective evaluation of a social group and the subjective emotions (i.e. feeling glad or regretful) this engenders. Thus having positive in-group affect means feeling good about one's membership in a particular social group" (Harris & Cameron, 2005, p. 160).

In-group ties (OIGT). For purposes of this study, this latent variable is defined as: "the extent to which individuals feel stuck together by virtue of a common bond with other members" (Harris & Cameron, 2005, p. 160).

Organizational Commitment (proposed mediating variable)

For purposes of this study, the mediating variable is commitment and is defined as: "the degree of the membership's psychological attachment to the association" (Gruen, et al., 2000, p. 37). This variable is made up of three latent sub-variables which are defined as follows:

Normative commitment (NC). For purposes of this study, this latent variable is defined as: "the degree to which the member is psychologically bonded to the organization on the basis of the perceived moral obligation to maintain the relationship with the organization" (Gruen, et al., 2000, p. 37).

Affective commitment (CAC). For purposes of this latent 1st level variable is defined as: "the degree to which the member is psychologically bonded to the organization on the basis of how favorable he feels about the organization." (Gruen et al., 2000, p. 37).

Continuance commitment (CC). This latent 1st level variable is defined as: "the degree to which the member is psychologically bonded to the organization on the basis of perceived (costs economic, social and status associated with leaving the organization" (Gruen et al., 2000, p.37).

Membership Renewal Intentions (RENEW) Endogenous Variable.

The endogenous variable is membership renewal intentions. It is defined as a member's intent to RENEW membership in AMCHAM (Gray, Lindblad & Rudolph, 2001).

Demographic factors. A variety of demographic information will be collected on study participants. This consists of self-reported age, gender, marital status, years of work experience, ethnicity, education, and years in the AMCHAM. Since some of these factors have been shown to have an influence on membership decision making, they will be utilized as control variables for purposes of the study.

Target Study Business League

The National Chamber of Commerce in the U.S. was first created in 1912 as the realization of President William Howard Taft's 1911 call for a "central organization in touch

with associations and chambers of commerce throughout the country and able to keep purely American interests in a closer touch with different phases of commercial affairs" (Nation's Business, 1912).

Today, 100 plus years since its founding, the U.S. Chamber of Commerce represents over 3 million businesses and is the world's largest business organization (U.S. Chamber of Commerce, 2013). It consists of local, state and international chapters (called American Chambers of Commerce or AMCHAMs). The focus of the study is an AMCHAM chapter located in Monterrey, Mexico, the heart of Mexican industry. The AMCHAM chapter consists of 423 members who represent a variety of US, Mexican and multinational companies that trade internationally. The overarching goals of the organization are as follows: securing market-opening free trade agreements; defending intellectual property rights, protecting investors, and promoting trade facilitation reforms; securing the rule of law; enhancing economic partnerships with Mexico and Canada; and highlighting the contribution of U.S. businesses to economic prosperity in the region. In addition, the Chamber also conducts several charity events throughout the years aimed at providing education to disadvantaged and at risk youth (AMCHAM Monterrey, 2012)

The AMCHAM has a rich social atmosphere and conducts a number of social mixers, lectures of general interest, golf tournaments and monthly executive board meetings. The executive board oversees a number of committees that are focused on management of different parts of the organization. These include: human resources, international trade, a security council and a social responsibility committee. Defined benefits of membership include access to: Business Visa facilitation, a well-established online job bank, specialized publications, and a

trade and investment center. Meeting rooms can be rented and business language testing services are available (AMCHAM Monterrey, 2012).

The Monterrey Amcham is governed by a semi - independent board that falls under the AMCHAM charter granted to Mexico City and includes AMCHAMs in Mexico City, Guadalajara and Monterrey. It is professionally staffed by employees who administer its day-to-day functions (AMCHAM, Monterrey, 2012).

Chapter III. Methodology

This section discusses the underlying methodology associated with this study including: characterization of the sample, its size, and the methods by which the data was collected. It also elucidates the instrumentation for measuring the identified variables as well as the statistical analysis of the participant data.

Figure 1 represents the researcher's theorized model for this study. It illustrates the projected relationships between organizational identification, organizational commitment and membership behavior. Both Trice (1993) and Guzman et al. (2008) theorize that organizational commitment may be predicated on the development of organizational identification. Based on this model, adjusted for the organizational identification / organizational commitment relationship suggested by both Trice (1993) and Guzman et al. (2008), the researcher theorizes that organizational commitment plays a mediating role between organizational identification and RENEW.

Participants

The focus of the study is an AMCHAM chapter located in Monterrey, Mexico, the heart of Mexican industry. The AMCHAM chapter consists of 423 members who represent a variety of US, Mexican and multinational companies that trade internationally. AMCHAM Monterrey is governed by a semi-independent board that falls under the AMCHAM charter granted to Mexico City that includes AMCHAMs in Mexico City, Guadalajara and Monterrey. It is professionally staffed by employees who administer its day-to-day functions.

Participant Protections

In order to protect participants in this study, prior to performing any research, this proposal was reviewed and approved by the Institutional Research Board (IRB) of Trident University International. All participants were advised of the purpose of the survey, that it was voluntary and all information would be held as confidential.

Procedures

A questionnaire was used to collect a variety of data from participants in an on-line survey. The survey instrument collected demographic information on participants and information related to their professional experience, current position, and years of membership in the AMCHAM. The survey also included questions related to organizational commitment, organizational identification, intent to RENEW membership in the organization, and other questions specific to membership activity.

The survey instrument described above was then sent to 15 members of business leagues representing an assortment of interests. As a result of the review, two questions were modified to amplify their understandability. The questionnaire was then translated into Spanish and provided to four members the American Chamber of Commerce in Mexico. Most of the members of the AMCHAM are Mexicans and were educated in the U.S. or have a high level of English fluency. Nevertheless, the survey was created in a bilingual format so instructions, privacy assurances, questions and responses were printed in both English and Spanish. The professional staff and the executive committee of AMCHAM Monterrey then examined and approved the survey.

Additional modifications were made to the survey instrument to reflect the collection of additional information that AMCHAM felt was important to solicit. Members were offered a chance of winning one of three I-pods if they completed the survey. While not required, space at

the end of the survey was provided for collection of personal data for those that wanted to participate in the I-pod raffle. The study will utilize the questions that are provided in Appendix A.

The survey was then sent to members of both the executive board and to the general membership of AMCHAM. Four hundred and twenty three members were emailed a link to the electronic survey, followed by an email from the professional staff asking each member to complete the survey.

Measures

The survey contained the following measurement scales to collect data on organizational identification, organizational commitment, RENEW and demographics.

Organizational identification. Organizational identification was measured using questions derived from Harris and Cameron's (2005) 12 item scale. Organizational identification is the exogenous variable used in this study. It uses reflective scales to measure three latent variables: OIC, OIGA and OIGT. All three of these latent variables were developed from reflective scales representing 4 questions each.

Cameron's (2004) found that the three factor model was better than previous two factor models. Using Confirmatory Factor Analysis, the fit was assessed and the three factor model was determined to have superior results. For example, the Incremental Fit Index, Comparative Fit Index and the Goodness of Fit indexes were all consistently higher using a three factor model. The scale was further scrutinized by Obst and White (2005). Alpha coefficients during the Harris and Cameron's (2005) measure ranged from .8 for centrality, to .85 for in-group affect, to .83 for in-group ties.

Representative questions asked in this part of the survey are as follows: OIGT – "I have strong ties to my other AMCHAM members"; OIC – "overall, being a member of AMCHAM has very little to do with how I feel about myself" (reverse scored); OIGA – "generally, I feel good when I think about myself as a member of AMCHAM". Questions and responses were formulated in both Spanish and in English. Responses were measured on a five point scale, with responses as follows: strongly agree (5), agree (4), neither agree nor disagree (3), disagree (2) strongly disagree (1).

Organizational commitment. Organizational commitment was an overarching variable, which the researcher feels plays a mediating role between RENEW and organizational identification. Based on Trice (1993) and Guzman et al. (2008) observations that development of organizational identification may be a precursor to developing organizational commitment, organizational commitment was tested as a mediating variable. The survey instrument used to measure organizational commitment was based on Allen and Meyer (1990) scale as used in Gruen et al.'s (2000) research. The measures in the Gruen et al.'s (2000) survey were derived from Allen and Meyer's (1990) scale for both affective and continuance commitment, but they introduced a modified scale for the normative commitment measure. This scale more accurately reflected, in their opinion, the sense of moral obligation of the National Association of Life Underwriters (NALU) chapter and the organization it represented. Alpha measures for CAC were .95, CC was .9 and NC was .84.

Representative questions for organizational commitment include the following: CAC -- AMCHAM's problems are my own; CC – "right now my AMCHAM membership is as much a necessity as a desire"; NC – "because it supports me, it's only right that I support AMCHAM". Responses were measured on a five point scale, with responses as follows: strongly agree (5),

agree (4), neither agree nor disagree (3), disagree (2) strongly disagree (1). Questions and responses were formulated in both Spanish and in English.

Membership renewal intentions (RENEW). RENEW was measured using a modified scale derived from Gray, Lindblad, and Rudolph, (2001). The organization was changed and the wording was modified to reflect consistency with the rest of the survey. Instead of asking people to use a five point scale to rate intent to RENEW the membership from "definitely to definitely not", it asked them to rate the statement; "I am planning to renew my AMCHAM membership next year". Responses were measured on a five point scale, with responses as follows: strongly agree (5), agree (4), neither agree nor disagree (3), disagree (2) strongly disagree (1). Questions and responses were formulated in both Spanish and in English. Since it was a single item, no alpha value could be calculated. Since this same question was replicated over several timeframes, i.e. one, two and three years from now, an alpha could be calculated in the current study.

Demographic factors. Demographic factors indicated above may have an effect on the models that have been presented and therefore must be controlled. Participants were asked for categorical and numerical responses for demographic information.

Age. – the AMCHAM member's biological age (numerical entry)

Gender. – the AMCHAM member's gender (male or female)

Civil status. – the AMCHAM member's civil status provided by a drop down menu. (i.e. married (1), widowed (2), divorced (3), separated (4), never married (5)

Ethnicity. – the AMCHAM member's ethnicity provided by a drop down menu. (i.e. Hispanic (1), Native American (2), Asian (3), Black (4), Hawaiian (5), Caucasian (6) or Other (7)).

Education level. – the AMCHAM member's highest grade achieved provided by a drop down menu. (i.e. some high school (1), high school graduate (2), some college (3), 2 year degree (4), 4 year degree (5) , Master's degree (6), Doctorate (7), Post Doctorate (8).

Data Analysis Procedures

Data collected from the survey was analyzed using the Statistical Package for the Social Sciences (SPSS) version 22 and Analysis of Moment Structures (AMOS) 22 for Structural Equation Modeling (SEM). SEM allows researchers to analyze several interrelated relationships between variables, simultaneously, within one model. Endogenous and exogenous variables can therefore be examined and their complex relationships explained (Byrne, 1994). AMOS version 22 allowed the researcher to create and test the models using graphic diagrams to explore and confirm predicted interrelationships among variables. Using this methodology the researcher could examine and identify latent variables (unobserved) and measure their corollary/ component indicator variables (observed). Indicator variables could provide measurement of indirect (latent) variables (Hair, Anderson, Tatham & Black, 1998).

Descriptive statistics include mathematical operations such as: dispersion (standard deviation) frequency distribution and central tendency (mode, median and mean). Since membership, commitment and identification in business leagues are related to demographic factors such as age, ethnicity and other factors -- this data was used to explain clusters found among similar participants.

The SPSS program was utilized to generate analysis among the data collected and that information was used for Structural Equation Modeling. The raw data collected from the survey was downloaded from the on-line survey instrument. Both SPSS 22 and AMOS 22 were then used to examine the data and hypothesized pathways.

The Structural Equation Modeling analysis was done using several processes: using theory to ground the model, validating the measurement and then conducting structural model fit testing. The model itself is grounded in the theoretical underpinnings of social / organizational identification theory, organizational commitment theory and exchange theory, which is the first step in developing a testable model. This information has been provided in the literature review. Each of the variables has been examined as a latent variable and multiple items will be used to measure them.

As indicated by Figure 1, there are three 2nd level latent factors in the hypothesized model: identification, commitment, and RENEW. All three variables were measured using previously developed questionnaires and measures as explained above.

Chapter IV. Results

Data Screening

Of the 429 members, 218 responded to the survey. Nine members appeared to have stopped the survey after completing the demographic questions and their survey results were removed from the collected data set. One additional survey appeared to be a duplicate based on demographic data and was not fully completed. Of the remaining 208 surveys, nine additional surveys had missing data ranging from one question to six questions on the portion of survey that related to this study. As a result, regression analysis was undertaken to replace the missing values in the survey.

A total of 208 participants were therefore examined for the study. Z scores were then calculated for each variable and univariate outliers, defined as values greater than ±3.29 standard deviations from the mean, were identified (Blunch, 2012). Six univariate outliers were encountered and they were Winsorized (Hastings, Mosteller, Tukey & Winsor, 1947) using the next closest data point. For example, responses to questions were moved from 1 on the Likert Scale to the next closest data point of 2.

The data was then examined for multivariate outliers, defined as participants that exhibited Mahalanobis distances greater than the critical value of the chi square with degrees of freedom equal to the number of variable in the model. With 32 independent variables, the critical chi square value would be 62.48 at $p = .001$ (NIST/SEMATECH, 2013). Eighteen additional participants had to be removed due to having multivariate outliers. Thus, 190 total participants were examined.

The researcher examined the quality of the collected data from a skewness, kurtosis and normality of distribution. Table 2 illustrates the results of that analysis. Although there is no established standard, one general practice is to define acceptable skewness (or distribution of the data) as below ±1.00 and a kurtosis below ±1.00 (Hair et al., 2008). Another rule of thumb for multivariate analysis is to have a skewness of ±2 and a kurtosis of ± 7 (Curran, West, & Finch, 1996). All of the data fell into that range. Individual histograms were also examined to ensure normality of data.

Table 2

Data Statistics – All Variables

	Min	Max	Mean	Std. Deviation	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
OIIGT1	2	5	3.91	0.688	-0.277	0.176	0.087	0.351
OIIGT2	2	5	3.32	0.87	-0.028	0.176	-0.808	0.351
OIIGT3	1	5	3.39	0.84	-0.258	0.176	-0.209	0.351
OIIGT4	1	5	3.35	0.963	-0.185	0.176	-0.836	0.351
OIC1	1	5	3.29	0.883	-0.336	0.176	-0.531	0.351
OIC2	1	5	2.79	0.973	-0.099	0.176	-0.592	0.351
OIC3	1	5	3.3	0.959	-0.307	0.176	-0.414	0.351
OIC4	1	5	3.17	0.978	-0.207	0.176	-0.826	0.351
OIIGA1	2	5	4.03	0.629	-0.148	0.176	-0.006	0.351
OIGA2	2	5	4.35	0.688	-0.886	0.176	0.747	0.351
OIIGA3	2	5	4.27	0.746	-0.945	0.176	0.881	0.351
OIGA4	2	5	3.82	0.608	-0.175	0.176	0.188	0.351
CAC1	2	5	3.33	0.822	0.022	0.176	-0.596	0.351
CAC2	1	5	3.07	0.885	-0.088	0.176	-0.345	0.351
CAC3	1	5	3.76	0.78	-0.495	0.176	0.419	0.351
CAC4	1	5	3.49	0.883	-0.294	0.176	-0.284	0.351
CAC5	1	5	2.91	0.855	0.132	0.176	-0.535	0.351
CC1	1	5	2.7	0.908	0.374	0.176	-0.109	0.351
CC2	1	5	3.26	0.886	-0.208	0.176	-0.523	0.351
CC3	1	5	3.13	0.896	-0.173	0.176	-0.544	0.351
CC4	1	5	3.04	0.919	0.04	0.176	-0.65	0.351
CC5	1	5	2.93	0.937	0.098	0.176	-0.598	0.351
NC1	1	5	3.71	0.717	-0.64	0.176	0.923	0.351
NC2	2	5	3.76	0.766	-0.628	0.176	0.305	0.351
NC4	1	5	3.11	0.922	0.106	0.176	-0.869	0.351
Renew1	2	5	4.17	0.653	-0.415	0.176	0.276	0.351
Renew2	2	5	4.08	0.741	-0.6	0.176	0.347	0.351
Renew3	2	5	3.98	0.78	-0.446	0.176	-0.15	0.351

Note. Table 2 shows maximum, minimum, skewness, kurtosis and average scores for manifest variables. OIGT = in-group ties; OIC = cognitive centrality; OIGA = in-group affect; CAC = affective commitment; CC = continuance commitment; NC = normative commitment; RENEW = membership renewal intentions; n=190.

Descriptive statistics. Most of the participants in the study were male (136, 71%) and were married (143, 75%). Most of the participants were Hispanic (160, 84%) and had a Master's

degree (99, 52%). Frequencies and percentages for participant demographics are presented in Table 3.

Table 3

Descriptive Statistics for Gender, Marital Status and Education

		Number	Percent
Gender			
	Male	136	71
	Female	54	29
Marital status			
	Married	143	75
	Widowed	1	
	Divorced	23	12
	Never married	23	12
Ethnicity			
	Hispanic	160	84
	Black	1	1
	Caucasian	29	15
Education			
	Some College	11	6
	Four-year degree	77	40
	Master's degree	99	52
	Doctorate	3	2

The number of years of professional experience ranged from 1 to 47 years. The average number of years of experience was 15.9 years (*SD* =9.94). The number of years as a member of AMCHAM ranged from 1 to 35 years, with an average of 6.7 years (*SD* = 6.5). The age of the participants ranged from 23 to 71 years old. The average age of the participants was 44 years old (*SD* = 10.7). Descriptive statistics are presented in Table 4.

Table 4

Descriptive Statistics for Years of Experience / AMCHAM and Age

Variables	M	SD
Years of experience	15.9	9.94
Years at AMCHAM	6.7	6.5
Age	44	10.7

Reliability tests were conducted on the seven research variables OIGT (in-group ties), OIC (cognitive centrality), OIGA (in-group affect), CAC (affective commitment), CC (continuance commitment), NC (normative commitment), and RENEW. Reliability alpha scores ranged from .55 (NC) to .96 (RENEW). The NC variable was examined to assess what could be done to improve the reliability. The third question, labeled NC3, was removed, and by doing so the reliability improved to .73. With reliability above .70 for all the subscales, the mean of the questions was taken to create the subscale score. Table 5 presents the reliability and descriptive statistics for each of the subscales.

Table 5

Reliability and Descriptive Statistics for Subscales

Subscale	Alpha	Number of Items	M	SD
OIGT	0.77	4	3.47	0.69
OIC	0.85	4	3.09	0.82
OIGA	0.77	4	4.12	0.52
CAC	0.87	5	3.3	0.7
CC	0.82	5	3	0.72
NC	0.73	3	3.51	0.66
RENEW	0.96	3	4.08	0.7

Note. OIGT: in-group ties, OIC: cognitive centrality, OIGA: in-group affect, CAC: affective commitment, CC: continuance commitment, NC: normative commitment, Renew: RENEW.

Linearity, Homoscedasticity and Multicollinearity

The data was further screened for linearity, homoscedasticity and multicollinearity. All of the stated variables showed no violations of homoscedasticity using SPSS 22's linear

regression scatterplots diagnostics (Blunch, 2012). A typical scatterplot showing a pattern of no homoscedasticity can be seen in Figure 3 below. Each of the exogenous variables were also checked for multicollinearity, defined as a variance inflation factor (VIF) of greater than 5 and or a tolerance of less than 0.20 (O'Brien, 2007). VIF and tolerance statistics appear in Table 6 below. No cases of multicollinearity could be found.

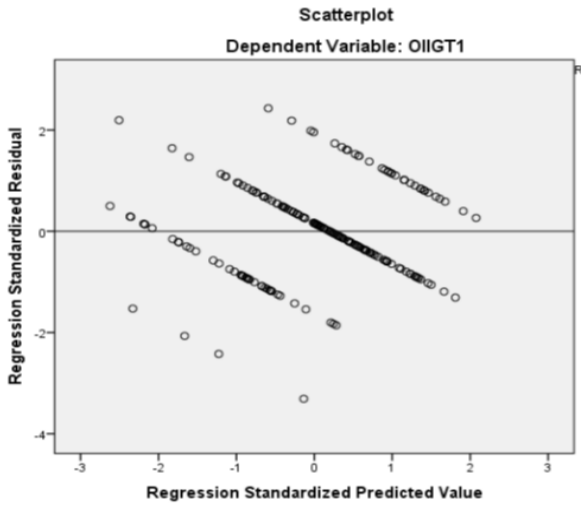

Figure 3. Typical Heteroscedasticity Scatterplot

Table 6

Typical Multicollinearity Statistics

Variable	Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
				Tolerance	VIF
CAC2	0.137	2.265	0.025	0.464	2.157
CAC3	0.127	2.123	0.035	0.479	2.088
CAC4	0.323	4.731	0	0.365	2.738
CAC5	0.172	3.199	0.002	0.585	1.709
CC1	-0.059	-0.922	0.358	0.42	2.38
CC2	0.01	0.158	0.875	0.464	2.154
CC3	0.009	0.164	0.87	0.51	1.96
CC4	0.029	0.456	0.649	0.419	2.388
CC5	0.071	1.206	0.229	0.496	2.017
NC1	-0.077	-1.294	0.198	0.475	2.103
NC2	0.005	0.068	0.946	0.361	2.767
NC3	-0.02	-0.464	0.643	0.879	1.137
NC4	0.022	0.391	0.696	0.559	1.788
OIGT1	-0.059	-1.116	0.266	0.604	1.656
OIGT2	0.086	1.353	0.178	0.424	2.357
OIGT3	-0.081	-1.404	0.162	0.506	1.977
OIGT4	0.106	1.717	0.088	0.448	2.23
OIC1	0.009	0.141	0.888	0.449	2.226
OIC2	-0.01	-0.161	0.873	0.455	2.197
OIC3	0.079	1.15	0.252	0.361	2.77
OIC4	0.02	0.276	0.783	0.337	2.97
OIGA1	0.092	1.409	0.161	0.397	2.519
OIGA2	-0.023	-0.355	0.723	0.405	2.469
OIGA3	0.107	1.681	0.095	0.419	2.389
OIGA4	0.067	1.153	0.25	0.497	2.01

Note. Table 6 represents multicollinearity statistics found for all variables. Each exogenous manifest variable was checked for multicollinearity, defined as a variance inflation factor (VIF) of greater than 5 and or a tolerance of less than 0.20. No multicollinearity was found. Variables are as follows: OIGT = in-group ties; OIC = cognitive centrality; OIGA = in-group affect; CAC = affective commitment; CC = continuance commitment; NC = normative commitment. Source: O'Brien (2007).

Using regression analysis provided by SPSS version 22, the exogenous variables were checked for linearity using each of the three endogenous variables. Linearity issues appeared to

be manifest when the T-test static is less than .05 (Schumaker & Lomax, 2004). T-test statistics showed that two of the exogenous variables (OIGT4, OIGA3) demonstrated linearity issues for all three endogenous variables: RENEW 1, RENEW 2 and RENEW 3. Exogenous variable NC2 demonstrated linearity issues with endogenous variable RENEW 3. Exogenous variable NC4 demonstrated linearity issues with endogenous variable RENEW 1. Variables OIGT4, OIGA3 were eliminated from the analysis. NC2 and NC4 were retained based on linearity issues with only one endogenous variable.

Measurement Model

An initial measurement model was created in order to examine the viability of the overall conceptual model for this study. It was constructed of all of the observed exogenous and endogenous variables and their 1st level latent variables. The complete measurement model can be seen in Figure 4 below.

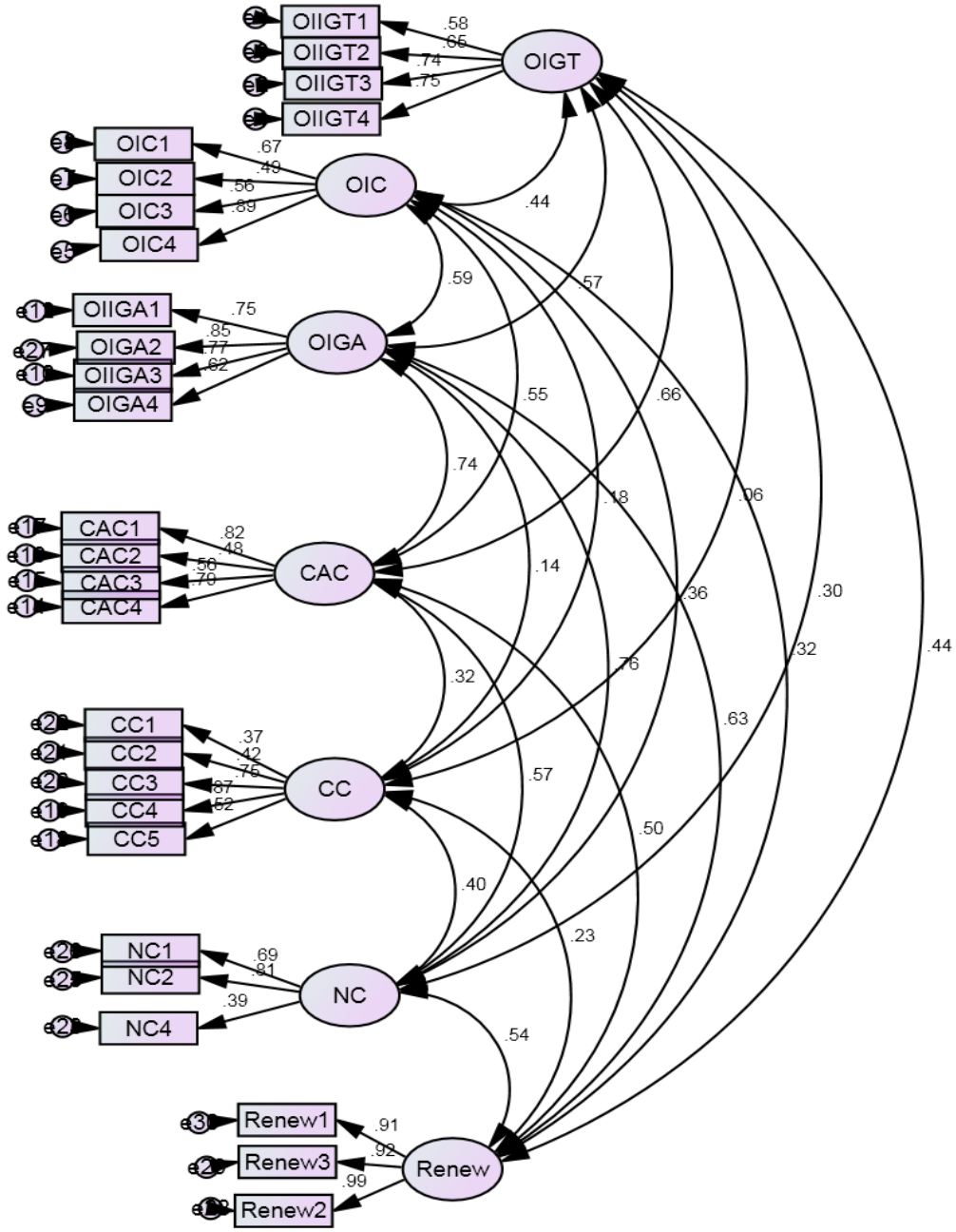

Figure 4. Initial Measurement Model (7 Variable). This model uses Structural Equation Modeling, Analysis of MOment Structures (AMOS). The output figure depicts the standardized correlations between exogenous and endogenous latent variables along with the loading from their manifest variables. Fit Statistics include: $\chi 2 = 390.2$, DF = 303, p = .001, RMR = .203, GFI = .855, IFI = .770, RMSEA = .038

Measurement Model Trimming

Given the poor loading of the manifest variables in Figure 4 above, all of the manifest variables that did not load at .7 or above were eliminated from the model. This resulted in the model that appears in Figure 5 below.

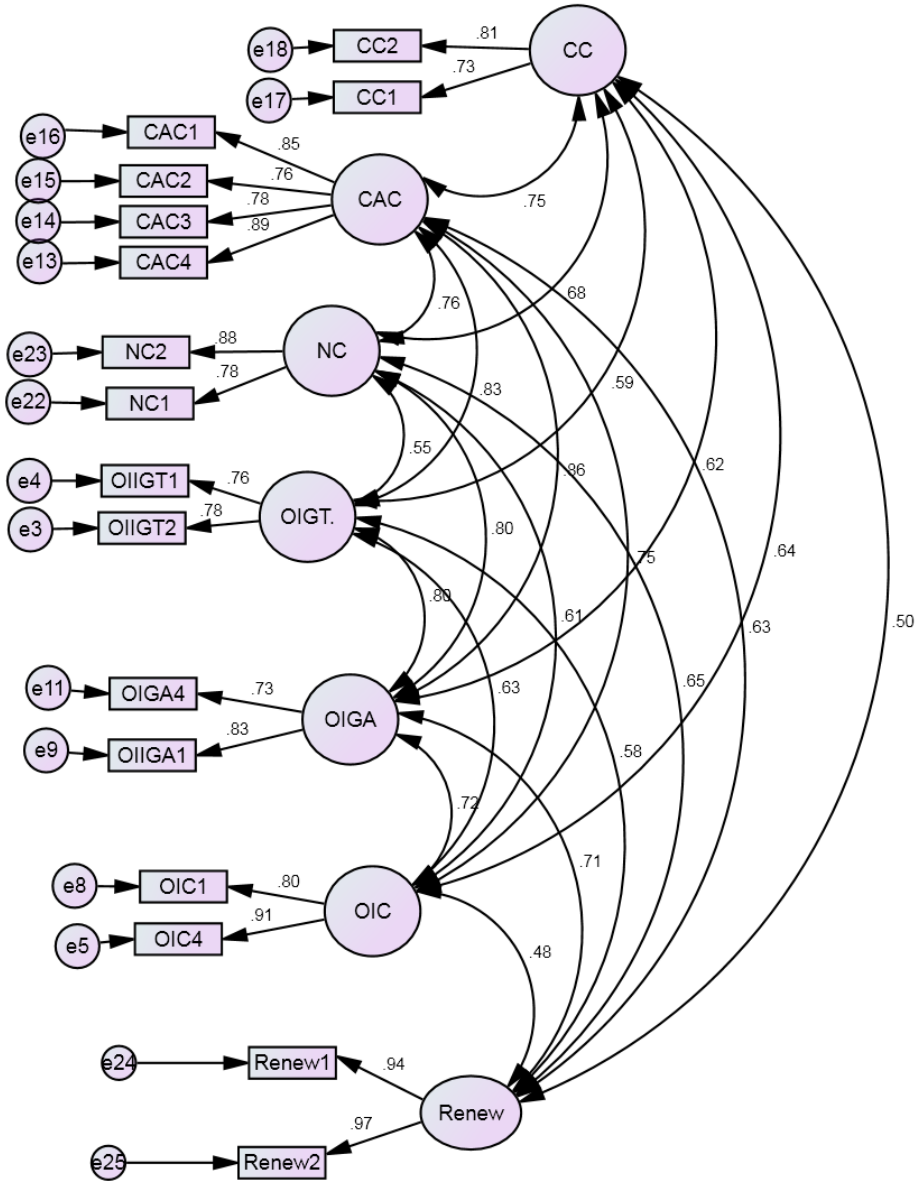

Figure 5. Trimmed Measurement Model. This is a Structural Equation Model, Analysis of MOment Structures (AMOS) Output figure, depicting the standardized correlations between exogenous (organizational identification and organizational commitment) latent variables along with the loading from their manifest variables. The endogenous variable in this model is RENEW. All latent variables correlate <.001. Fit Statistics include: $\chi 2 = 100.93$, DF= 83, P = .88, RMR = .020, GFI = .937, IFI = .986, RMSEA = .034

Reliability, Validity and Common Method Bias

While all of the loadings for the manifest variables were above .7, the initial combined measurement model indicated that it was nearing acceptable levels as GFI was slightly below the acceptable threshold level of .95. This new model was examined for reliability, validity and common method bias. Harman's single factor test was used to determine if the majority of the variance can be explained by a single factor. To do this, the number of factors extracted was set at one using the SPSS factor reduction modeling with no rotation. As illustrated in Table 7, the variance was 46 percent, which was less than the fifty percent threshold for extracted sums of squared loadings (Podsakoff, MacKenzie, Lee & Podsakoff, 2003).

Table 7

Harmon Test of Single Factor Variance

Total Variance Explained						
Factor	Initial Eigenvalues Total	Extraction Sums of Squared Loadings % of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.42	49.53	49.53	7.89	46.46	46.46
2	1.22	7.18	56.72			
3	1.04	6.12	62.84			
4	.93	5.48	68.32			
5	.76	4.48	72.81			
6	.57	3.38	76.19			
7	.54	3.22	79.42			
8	.51	3.03	82.45			
9	.47	2.78	85.24			
10	.41	2.45	87.70			
11	.39	2.31	90.01			
12	.35	2.10	92.12			
13	.33	1.94	94.06			
14	.29	1.72	95.78			
15	.26	1.57	97.36			
17	.21	1.27	100.00			

Note. A Harman's single factor test is undertaken to see if the majority of the variance can be explained by a single factor. This was derived by using SPSS version 22; n = 190

Configural and Metric Invariance

Next the researcher examined the configural and metric invariance to determine if factor loadings were the same among groups. The configural invariance test determines whether the Confirmatory Factor Analysis has a good fit when categorical data groups are tested together. For example, this AMOS model was reconfigured to segment the total data pool into two groups, males and females. The results indicated good model fit and was indicative of configural invariance.

The researcher tested the data for metric invariance. In order to test for metric invariance, the AMOS model was reconfigured for unconstrained analysis and constrained analysis. In constrained analysis, the path coefficients were constrained and each of the latent variables was set to a weight of one. The $\chi 2$ and degrees of freedom were calculated and analyzed using an analysis calculator. The $\chi 2$ for the unconstrained model was 186.29, DF = 166. The $\chi 2$ for the constrained model was 189.92, the DF = 182. The difference in the two models for the $\chi 2$ was 3.63, DF was 16 and probability level of .99, indicating that the model is metrically invariant (Podsakoff et al., 2003)

Reliability, convergent and discriminant validity statistics were calculated using a variety of methods and are presented in Table 8 (Hair, Black, Babin & Anderson, 2010). Composite Reliability (CR) was calculated for each variable. All of the statistics were greater than .7, indicating that each of the measures for each of the aggregate variables was reliable.

Average Variance Extracted (AVE), Maximum Shared Squared Variance (MSV), and Average Shared Squared Variance (ASV) were also calculated. The thresholds for these values are as follows: Convergent Validity CR > AVE, AVE > 0.5; Discriminant Validity is defined by MSV < AVE and ASV < AVE (Hair et al., 2010).

While all of the AVE values surpass .05 indicating convergent validity, the same cannot be said for the discriminant validity. Discriminant validity issues, indicating that the variables correlate more strongly with variables outside their parent latent factor, than by their own observed variables, were present. Three variables showed signs of discriminant validity issues: OIGA, CAC, and OIC.

Table 8

Reliability, Convergent and Discriminant Validity Statistics (7 Variable) Model

Latent Variable	Convergent Validity (CR)	Average Variance Extracted (AVE)	Maximum Shared Squared Variance (MSV)	Average Shared Squared Variance (ASV)
CC	0.747	0.597	0.569	0.404
NC	0.816	0.690	0.635	0.464
CAC	0.893	0.676	**0.743**	0.589
OIGA	0.760	0.614	**0.743**	0.571
OIGT	0.742	0.590	**0.689**	0.451
OIC	0.841	0.726	0.558	0.414
Renew	0.955	0.913	0.501	0.356

Note. Table 8 was developed by taking the latent variables and calculating the scores for Convergent Validity, Average Variance Extracted, Maximum Squared Shared Variance and Average Shared Squared variance. In this case, the MSV for variables OIGA, OIGT and CAC were beyond its maximum threshold indicating a discriminant validity issue.

Table 8 demonstrates the readings from Figure 4. As indicated, the variables in-group ties (OIGT), in-group affect (OIGA) and affective commitment (CAC) all displayed signs of discriminant validity issues. This is indicative of sharing the same characteristics, or measuring the same concept. Ironically, all three of these elements represent the emotional elements of both models. Elimination of the latent variables OIGA and CAC and their observed variables resolved the discriminate validity issues see Table 9.

Table 9

Reliability, Convergent and Discriminant Validity Statistics 4 Variable Model

Latent Variable	Convergent Validity (CR)	Average Variance Extracted (AVE)	Maximum Shared Squared Variance (MSV)	Average Shared Squared Variance (ASV)
OIC	0.834	0.716	0.389	0.342
CC	0.735	0.582	0.458	0.363
NC	0.805	0.674	0.458	0.396
OIGT.	0.722	0.568	0.372	0.349
Renew	0.953	0.909	0.441	0.322

Note. OIGT = in-group ties; OIC = cognitive centrality; CC = continuance commitment; NC = normative commitment; RENEW = membership renewal intentions.

Additional Model Trimming

As indicated in Figure 5, the fit measures for the 7 variable model were still outside accepted norms. As a result of the poor fit and loadings among observed variables, the researcher broke each of the components of the model down into separate concepts. A separate model was then constructed for the observed and latent components that constituted the variables for organizational commitment: NC, CC, and CAC. Another separate model for the variables comprising the variable organizational identification was also constructed: OIC, OIGT and OIGA. As indicated in Appendix C, the models had both good fit measures and good loadings (above .7) from observed variables to their latent constructs. Based on that analysis, a 2nd level latent variable was added for each of the models: organizational identification and organizational commitment. Each of the loadings on the 2nd level latent exogenous variable representing organizational commitment and organizational identification, from their 1st order latent variables, was within acceptable levels and the model fit measures demonstrated an acceptable fit (see Appendix C).

Each separate 2nd level exogenous latent variable, its three 1st order latent variables and its component observed variables was then turned into a structural model and a pathway to the endogenous latent variable RENEW and its component observed variables was created. As can be demonstrated from Appendix C, the fit tests for the separate structural models illustrating 2nd level exogenous latent variables pathways to the endogenous latent variable RENEW, were within acceptable levels. Similarly, the factor loadings from the observed exogenous variables to their 1st order latent variables were above the .7 level.

The researcher found that the separate measurement models and structural models for both the three factor organizational identification model (Cameron, 2004 and Gruen et al., 2000) organizational commitment model showed acceptable model fit indices. When a pathway was drawn from the endogenous variable RENEW, they demonstrated statistically significant prediction of member's intent to RENEW (see Appendix C).

Based on the discriminant validity issues and the poor fit of the combined measurement model, (see Figures 4 & 5 and Appendix C), the researcher abandoned the concept of using both three factor models, one for organizational identification and the other for organizational commitment. The emotional latent variable in-group affect (OIGA) and the emotional latent variable affective commitment (CAC) were removed from their respective three factor models. This left each model with two factors, allowing only the organizational identification model to contain an emotional variable component. From a theoretical perspective this is justified due to the overlap between both organizational commitment and organizational identification. This has occurred in other studies such as Dávila et al. (2012). The final measurement model appears in Figure 6.

Control Factors

In addition to the exogenous and endogenous variables that constitute the conceptual framework of both organizational identification and organizational commitment, the researcher needed to examine the role of control factors and their impact on the exogenous and endogenous variables. Factors such as age, ethnicity, years of membership with AMCHAM, years of work experience, gender, civil status, and educational level were used as controls for the model. All were reduced from continuous or categorical groups to binary categories (i.e. 1 or 2), using the statistical median as the midpoint for division of the sample population into the two categories. Cut points for each of the control factors were established and the results can be seen in Table 10 below. The impact of these factors, while not shown due to the complexity and ease of illustration, are included in the calculation of the effects shown in Figure 6, the final measurement model.

Table 10

Control Factor Groupings

Variable	Groupings	Frequency	Percent
Education	No 4 yr degree	88	46.3
	4 year degree	102	53.7
Years Work	Less than 15 Yrs	92	48.4
Experience	15 Yrs or more	98	51.6
Age	Less than 44 Yrs	92	48.4
	44 Yrs or More	98	51.6
Years Member of	Less than 5	94	49.5
AMCHAM	5 or more	96	50.5
Gender	Married	143	75.3
	Not married	47	24.7
Ethnicity	Hispanic	160	84.2
	Non-Hispanic	30	15.8
Gender	Male	136	71.6
	Female	54	28.4

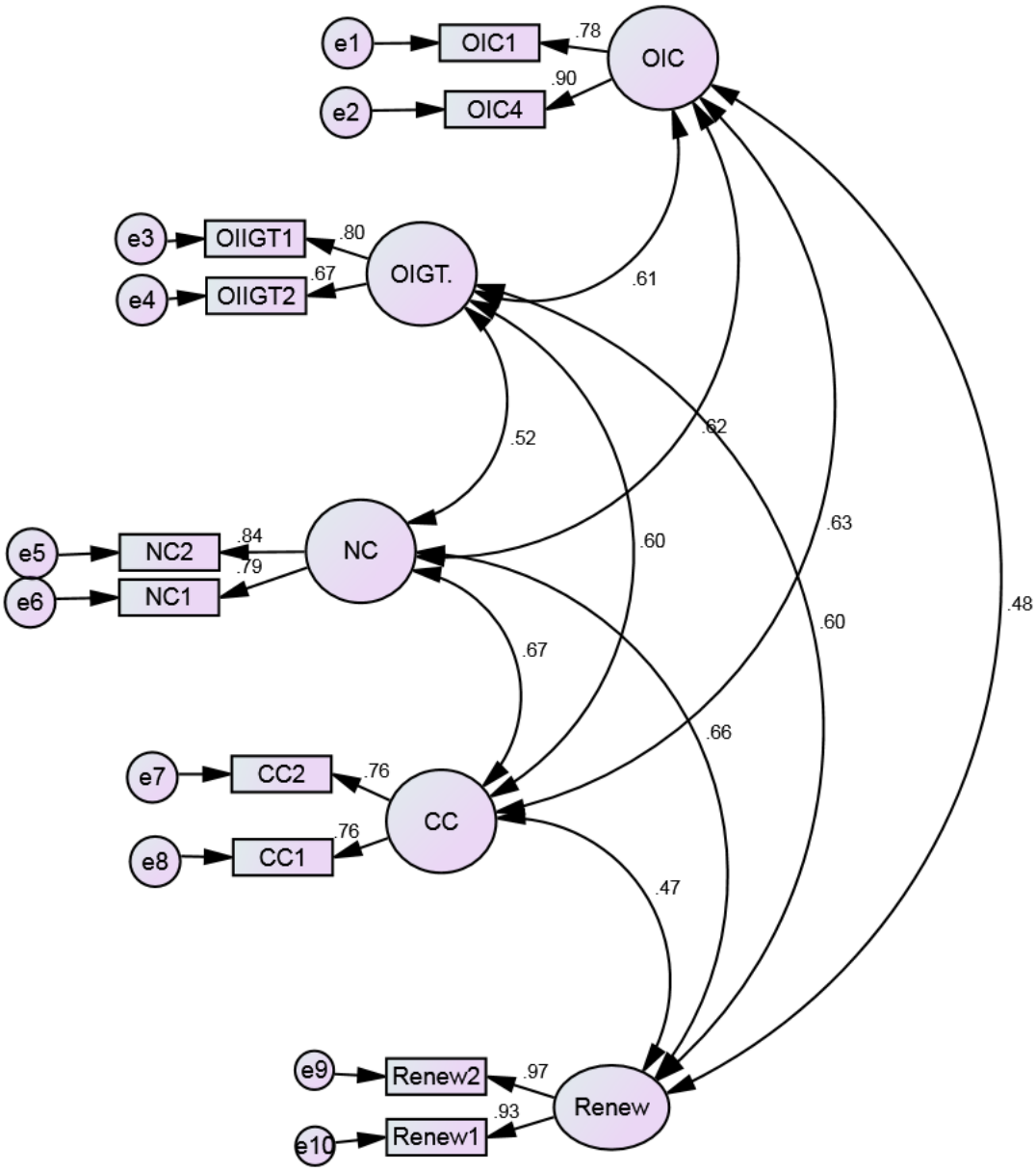

Figure 6. Final Measurement Model (5 Variable). This model reflects Structural Equation Modeling, Analysis of MOment Structures (AMOS) standardized correlations of exogenous (organizational identification and organizational commitment) and endogenous (RENEW) latent variables along with the loading from their manifest variables. All latent variables correlate at <.001 level. Controls included: gender, age, civil status, years at AMCHAM, educational level, work experience and ethnicity. Fit statistics include: $\chi 2 = 60.37$, DF = 60, p = .462, RMR =.013, GFI = .964, IFI = .990, RMSEA = 034.

Based on the fit statistics reflected in Figure 6, the researcher conducted a power analysis using a Root Mean Square Error of Approximation (RMSEA) power estimation methodology

(Preacher & Coffman, 2006). Using a RMSEA power calculator, the researcher set the acceptable (α) alpha level (α =Type I error rate for the overall significance test) to .05, sample size to 190 participants and degrees of freedom to 60. The researcher then set the RMSEA (R1) level to .05, representing a good fit and the null RMSEA (R0) for a mediocre fit at .08 as recommended by MacCallum, Browne and Sugawara (1996). The power analysis (β) calculation was then performed and was identified as β = .80, which is the threshold for acceptable statistical power as indicated by Cohen (1988).

Based on acceptable fit and statistical power, the researcher then began to construct a structural model from the measurement model, in order to test the hypothesis posed in this dissertation. Based on the failure of the combined organizational identification and organizational commitment model, the researcher decided to treat all of the components of organizational identification (OIGT & OIC) as exogenous variables, the components of organizational commitment (CC and NC) as potential mediating variables and RENEW as the endogenous latent variable see figure 7 below.

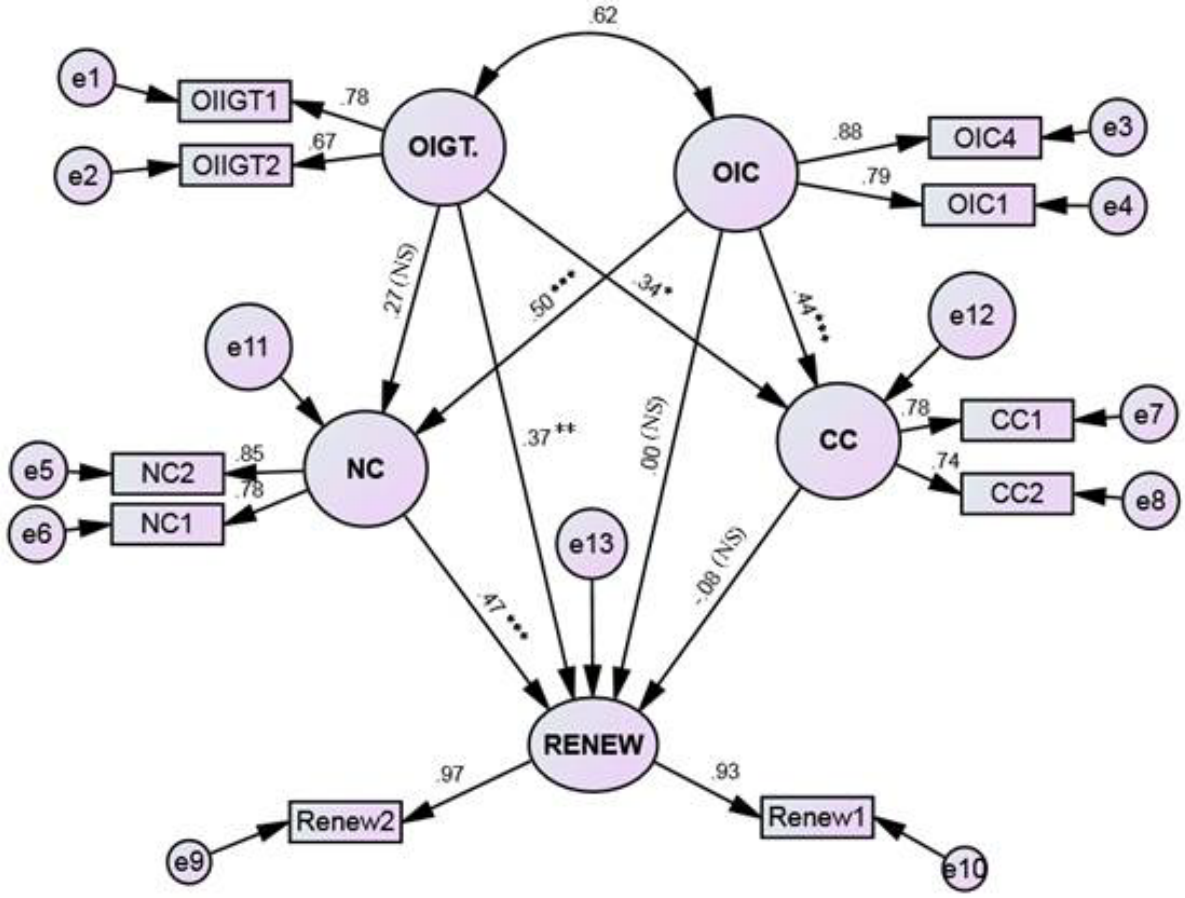

Figure 7. Initial Structural Model for Mediation. This model is a Structural Equation Model, Analysis of MOment Structures (AMOS) figure, depicting the standardized paths of exogenous (organizational identification) and hypothesized mediating (organizational commitment) variables and the endogenous latent variable (RENEW) along with the loading from their manifest variables. Statistical significance among latent variables is noted by: *** < .001, ** < .01, * < .05. Control variables were also tested in this model. Due to complexity of the model and for ease of visual depiction, controls are not shown here, but their effects are calculated in the diagram. Controls included: gender, age, civil status, years at AMCHAM, educational level, work experience and ethnicity. Fit statistics include: $\chi 2$ = 60.37, DF = 60, P = .46, RMR =.02, GFI = .97, IFI = .99, RMSEA = 006.

The fit statistics for the full structural model were reasonably good and therefore the researcher again conducted a power analysis based on the procedure outlined above. The

RMSEA showed that It had a power level β = .81, above the minimum standard established of .80 (Cohen, 1988).

To establish the efficacy of the structural model's individual paths, the researcher conducted a power analysis using a post hoc power analysis calculator which utilizes R^2 to estimate power (Soper, 2014). The calculations were computed by entering the number of exogenous latent variables and control variables for the model. When testing the two predicted mediating latent variables (NC and CC) the calculation was based on 9 predictor variables: OIGT, OIC and the control variables: gender, ethnicity, age, civil status, educational level, time as an AMCHAM member, and work experience. For the test conducted on the endogenous latent variable renew, the number was increased by an additional 2 predictive variables (NC and CC) to 11. The probability level was set to .05 and the sample size was set to 190 participants. The R^2 for each of the mediating predictor variables (NC and CC), as well as for the latent endogenous variable, RENEW, were derived from the AMOS structural model analysis. R^2 was calculated for each of the variables: NC = .489, CC = .569 and RENEW was .564. Each of the calculations indicated a high level of predictive power – achieving .99 in all cases described above. This is far above the minimum power recommended for the sample size of β >.80 by Cohen (1988).

Satisfied that the models achieved good fit and adequate predictive power, the researcher now examined whether the two hypothesized mediating variables for organizational commitment, NC and CC, actually resulted in mediation between the exogenous latent variables for organizational identification, OIC and OIGT, and the endogenous latent variables RENEW. This was accomplished by using a combined methodology advocated by Gaskin (2012) which involved the Barron and Kenny approach (1986) to determine differences in the model with

mediation and without, then validating those findings by using the bootstrapping tool in AMOS 22 to determine the statistical significance of the indirect effect.

First, organizational identity effects on RENEW were measured without the introduction of the theorized mediating variables and a measurement was taken with the variables. Next, the effects of each individual theorized mediating variable were isolated and the model was re-measured. Gamma levels and statistics using bootstrapping were taken along with their statistical significance and then compared (Gaskin, 2012). Table 11 reflects the mediating effects of these variables.

Table 11

Comparison of Mediating Effects on RENEW of OIGT & OIC through CC & NC

Test #	Exogenous	Mediator	Endogenous	Direct Effect	P	Direct Through Mediation	P	Indirect p via bootstrapping	Mediation
1	OIGT	CC	RENEW	.472	.001	.390	.001	.557	No mediation
2	OIC	NC	RENEW	-.002	.958	-.130	.387	.264	No mediation
3	OIGT	NC	RENEW	.472	.001	.355	.003	.309	No mediation
4	OIC	CC	RENEW	-.002	.958	-.206	.401	.909	No mediation
5	**OIC**	**NC alone**	**RENEW**	**-.002**	**.958**	**-.012**	**.912**	**.039**	**Partial Mediation**
6	**CC**	**NC alone**	**RENEW**	**-.054**	**.661**	**-.163**	**.267**	**.005**	**Partial Mediation**

Note. The first four tests were completed using both NC and CC as potential mediators. Then CC was considered to be an exogenous variable and tests five and six demonstrated mediation. Direct and indirect effect numbers obtained through AMOS regression weights, indirect P values obtained through AMOS Bootstrapping.

As Table 11 points out, none of the theorized mediators NC and CC that were tested together had a statistically significant impact on RENEW from the organizational identification variables (OIGT and OIC). Sadly, effects from organizational identification OIGA and organizational commitment CAC were not tested due to discriminant validity issues. This

discriminant validity problem deprived the researcher of testing the full three factor model for both organizational identification and organizational commitment.

Nevertheless, OIGT had a slight reduction in the effect on RENEW when mediated through CC and NC. OIGT direct effects on RENEW continued to be significant despite the reduction in the impact. Alternatively, OIC did not have a statistically significant impact on RENEW, even when mediated by NC and CC. This means that while all of the variables showed positive correlation with the latent variable RENEW, none of the mediator variables when used together had a significant indirect effect.

It was clear from testing this hypothesized structural model that both the latent exogenous variable OIGT and proposed latent mediating variable NC had strong statistically significantly pathways to the endogenous variable RENEW, whereas the latent exogenous variable OIC and hypothesized latent mediating variable CC, did not. As a result, it is evident that both of the proposed mediating variables do not work in tandem in this model. The structural model was, therefore, revisited and revised based on pathway analysis results.

Further analysis does reveal that the exogenous variable OIC and the hypothesized mediating variable CC only become significant when passed through the hypothesized latent mediating variable NC. Based on these revelations, when the proposed mediating variable CC was turned into an exogenous variable, the resulting model consists of three exogenous variables: OIGT, OIC and CC. The path from OIGT to the endogenous latent variable RENEW is therefore, direct without mediation. Based on model fit and factor loadings, a modified structural model was then tested and illustrated in Figure 8.

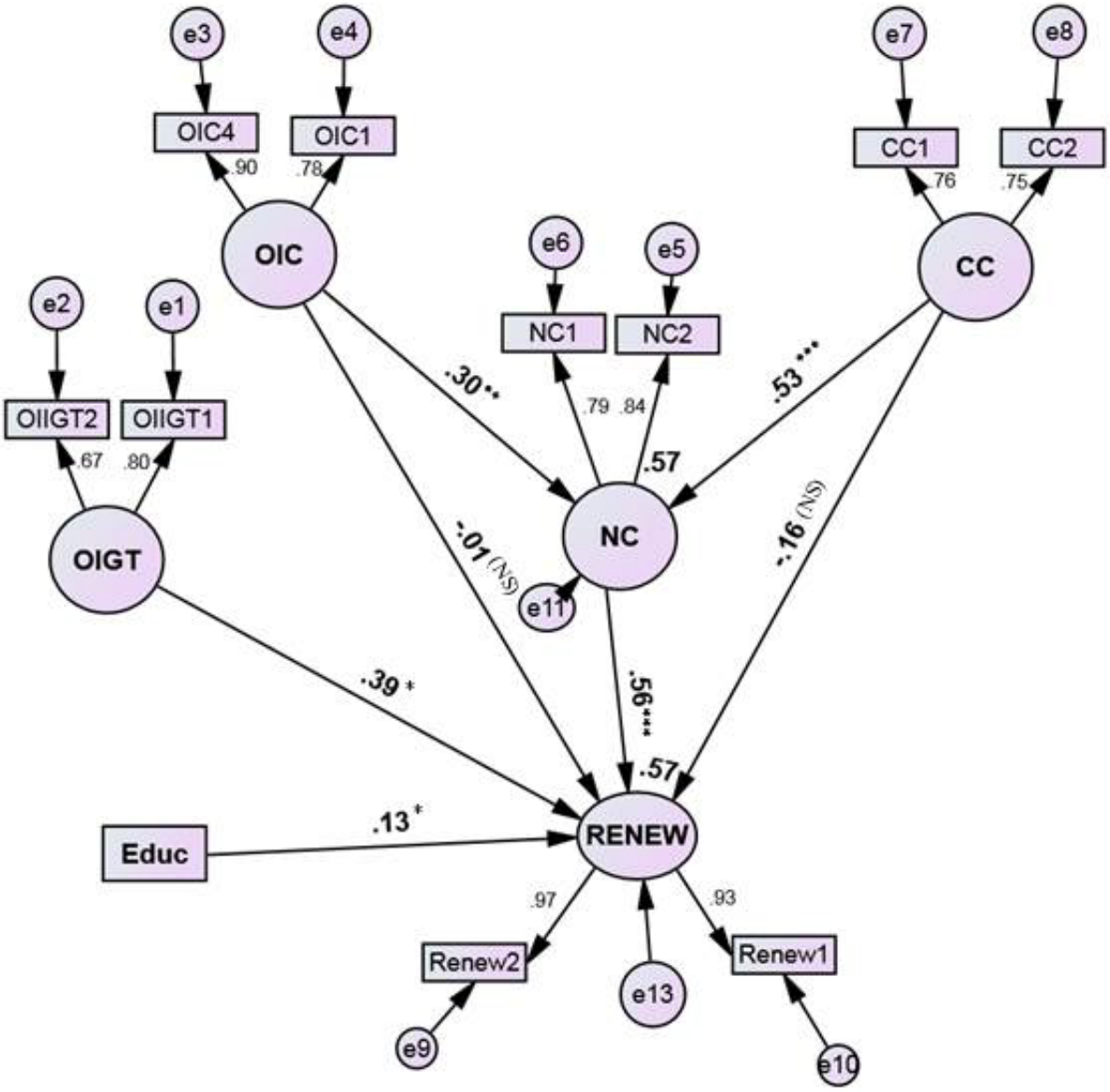

Figure 8. Modified structural model, NC Moderates OIC and CC to RENEW. This model is a Structural Equation Modeling, Analysis of MOment Structures (AMOS) figure, depicting the standardized paths of exogenous variables OIGT, OIC & CC through the mediating variable NC to endogenous latent variable RENEW along with the loading from their manifest variables. Significant statistical paths are noted by: *** < .001, ** < .01, * < .05. Control variables were also tested in this model. Due to complexity of the model and for ease of visual depiction, controls are not shown here but their effects are calculated in the diagram. Controls included: gender, age, civil status, years at AMCHAM, educational level, work experience and ethnicity. Fit statistics include: $\chi 2 = 60.83$, DF = 61, p = .482, RMR =.013, GFI = .964, IFI = .999, RMSEA = 001.

Control Variables

The effects of the control variables on the model were marginal, as indicated by Table 12. The researcher attempted to test for moderating mediation among control variables in the structural model, however; the sample size proved insufficient to achieve a just-identified model when multi-group analysis was attempted and could not be further tested. Since control variable statistics were not close to the statistical boundaries for significance, it is possible, but unlikely they achieved significance when binary groupings were created for each of the control variables. For the entire model, the endogenous and theorized mediating variables were affected by control variables as described below.

Table 12

Gamma and Probability figures from Figure 9, Final Structural Model

Variable	Path	Variable	Gamma	P
NC	<---	Gender	-.066	.392
NC	<---	Civstat	-.026	.748
NC	<---	Ethnicity	.024	.721
NC	<---	YrsWk	-.143	.058
NC	<---	YrsAmch	-.116	.116
NC	<---	Age	.085	.287
NC	<---	Educ	.07	.314
NC	<---	CC	.516	***
NC	<---	OIC	.311	.009
Renew	<---	Civstat	-.01	.88
Renew	<---	Ethnicity	-.05	.39
Renew	<---	YrsWk	-.03	.653
Renew	<---	YrsAmch	.103	.092
Renew	<---	Age	.059	.39
Renew	<---	Educ	.143	.015
Renew	<---	Gender	.025	.706
Renew	<---	OIGT	.33	.001
Renew	<---	NC	.463	***

Renew. The endogenous variable in the model was RENEW and the impact of the control variable -- educational level (EDUC), was the only control variable that had an effect that was statistically significant. In this case EDUC was broken down into a categorical binary level with those who had a Master's or Doctorate being segregated from those who did not. This had a .14 effect on the endogenous variable and achieved a significance level of .015. Those that had a Master's degree were slightly more motivated to renew their membership in AMCHAM than those who were not. Although the impact of education is statistically significant, its effect on the model should be considered low.

Normative commitment (NC). The theorized mediator variable NC was not impacted significantly by any control variable.

Table 13

Hypotheses Support for H1a through H2c

Hypothesis	Variables involved	Path effect	Support
1a	OIC and RENEW	-.002	Reject alternative, support null
1b	OIGA and RENEW	X	Could not determine
1c	OIGT and RENEW	.472 **	Reject null, support alternative
2a	NC and RENEW	.542**	Reject null, support alternative
2b	CC and RENEW	-.142	Reject alternative, support null
2c	CAC and RENEW	X	Could not determine

Note. OIGT = in-group ties; OIC = cognitive centrality; CC = continuance commitment; NC = normative commitment; RENEW = membership renewal intentions. ** indicates significance <.01

Hypotheses Testing

As indicated in Table 13, the exogenous variables found in hypothesis H1a & c and H2a & b, when regressed separately onto the endogenous variable RENEW, only NC and OIGT had significant paths to the endogenous variable RENEW. As indicated earlier, only through the moderating variable NC, did OIC and CC have significant indirect paths to the endogenous variable RENEW.

Examining each of the hypotheses separately, we obtain the following results.

H1a – The greater the level of organizational identification (OIC) in business leagues, the greater the level of RENEW among AMCHAM members.

The path diagram showed no significant effect from OIC to RENEW, $\gamma = -.002$, $p = .988$, therefore, we must accept the null hypothesis. In addition, the average level of organization wide OIC for members was 3.23 on a 1 to 5 scale with 3 indicating the neutral or dividing point between a negative OIC (1&2) and positive OIC (4&5) sentiment among AMCHAM members.

OIC in a social group reflects its position in the overall structure of the self-concept. A group that is one that contributes in a substantial way to self-definition and that is chronically accessible (Harris & Cameron, 2005, p. 160). The data appears to show that Monterrey AMCHAM members have a weak sense of OIC and it is not relevant in membership renewal decision making by AMCHAM members.

H1b – The greater the level of organizational identification (OIGA) in business leagues, the greater the level of RENEW among AMCHAM members.

A correlation coefficient was not computed using this model, due to discriminant validity issues; therefore, the null hypotheses could not be tested. In addition, the average level of organization wide OIGA for members was 3.92 on a 1 to 5 scale with 3 indicating the neutral or dividing point between negative OIGA (1&2) and positive OIGA (4&5).

OIGA reflects the subjective evaluation of a social group and the subjective emotions (i.e. feeling glad or regretful) that this engenders. Thus, having positive OIGA means feeling good about one's membership in AMCHAM (Harris & Cameron, 2005, p. 160). The data appears to show that members have a moderately strong emotional tie to the organization but path analysis in this model was not conducted due to discriminant validity issues.

H1c – The greater the level of organizational identification (OIGT) in business leagues, the greater the level of RENEW among AMCHAM members.

Path analysis showed a moderate effect of $\gamma = .472$ at a $p = .001$ probability level. Based on this data, the null hypotheses must be rejected. In addition, the average level of organization wide in-group ties for members was 3.61 on a 1 to 5 scale with 3 indicating the neutral or dividing point between negative OIGT (1&2) and positive OIGT (4&5).

OIGT reflects the extent to which individuals feel stuck together by virtue of a common bond with other members (Harris & Cameron, 2005, p. 160). In this case the "stickiness" of the organization or sense of camaraderie between members is moderate and OIGT is moderately correlated with RENEW by AMCHAM members and strongly supported by path analysis.

H2a – The greater the level of organizational commitment (NC) in business leagues, the greater the level of RENEW among AMCHAM members.

Path analysis showed that there was a moderate effect $\gamma = .542$ from NC to RENEW with a $p = .001$ probability level. Based on this data, the null hypotheses must be rejected. In addition, the average level of organization wide NC for members was 3.73 on a 1 to 5 scale with 3 indicating the neutral or dividing point between negative NC (1&2) and positive NC (4&5).

NC is the degree to which the member is psychologically bonded to the organization on the basis of the perceived moral obligation to maintain the relationship with the organization (Gruen, et al., 2000, p.37). In this case the sense of obligation to stay with AMCHAM was moderately strong. This variable was also found to be a mediator along the path between OIC and CC to RENEW.

H2b – The greater the level of organizational commitment (CC) in business leagues, the greater the level of RENEW among AMCHAM members.

A path analysis was conducted and the effect along the path to RENEW was $\gamma = -.142$ with a probability of .316. Based on this data, the null hypotheses must be accepted. In addition, the average level of organization wide CC for members was 2.98 on a 1 to 5 scale with 3 indicating the neutral or dividing point between negative CC (1&2) and positive CC (4&5).

CC is the degree to which the member is psychologically bonded to the organization on the basis of perceived costs; economic, social and status associated with leaving the organization (Gruen et al., 2000, p.37). In this case the sense of obligation to stay with AMCHAM by its members was virtually neutral.

H2c – The greater the level of organizational commitment (CAC) in business leagues, the greater the level of RENEW among AMCHAM members.

A correlation coefficient was not computed to assess the relationship between the affective commitment (CAC) and RENEW among members of the Monterrey AMCHAM in the current model. Due to discriminant validity issues, the null hypotheses could not be evaluated. In addition, the average level of organization wide CAC for members was 3.41 on a 1 to 5 scale with 3 indicating the neutral or dividing point between negative CAC (1&2) and positive CAC (4&5). Sadly, path analysis could not be evaluated in this model as a result of discriminant validity.

CAC is the degree to which the member is psychologically bonded to the organization on the basis of how favorable it feels about the organization (Gruen et al., 2000, p.37). In this case, AMCHAM members had a relatively favorable feeling about the organization.

In terms of hypotheses H1a-c and H2a-c, we see that overall feelings about AMCHAM by its members are mixed. There was a high level of desire among AMCHAM members to renew their membership in the initial measurement model but when path analysis was conducted,

only NC and OIGT had significant paths. The average level of organization wide RENEW was 4.12 among members on a 1 to 5 scale with 3 indicating the neutral or dividing point between negative RENEW (1&2) and positive RENEW (4&5).

Nevertheless, the various factors that constituted both organizational identification and organizational commitment that were examined were not as strong as RENEW levels among members of the Monterrey AMCHAM. The strongest sentiments were expressed in terms of the levels of organizational identification, in-group affect, labeled OIGA (3.92), normative commitment, labeled NC (3.73) and OI in-group ties, labeled OIGT (3.61). They were weakest in terms of affective commitment labeled CAC (3.41), OI centrality labeled OIC (3.23) and continuance commitment labeled CC (2.98).

In other words, members felt glad / happy about belonging to AMCHAM (OIGA), felt bonded to other members (OIGT) and a perceived sense of moral obligation to maintain their relationship with the organization and a feeling of guilt if the member abandoned the organization after its members invested time and effort in the individual (NC). By contrast, they had moderate feelings of emotional attachment to AMCHAM (CAC), but AMCHAM was not a central part of their individual self-concept (CC). They did not think about the organization that much. AMCHAM members also felt neutral or slightly negative about whether the cost / benefits of staying with the organization were worth it (CC).

For the next series of hypotheses, the researcher began by examining the models in Figures 7 and 8. The researcher used the structural equation modeling, AMOS 22 software to calculate the direct effects of the organizational identification variables OIGT and OIC on RENEW of AMCHAM members, then isolated each of the variables NC and CC to determine their mediating effects on OIC and OIGT. Then the researcher examined each of the hypotheses

to determine the mediating effects of the commitment variables on the path from the organizational identification variables to RENEW.

H3a – Organizational identification (OIGT) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CC).

Examining the data in Tables 11 & 13, it is clear that organizational identification (in-group ties) labeled OIGT has a direct effect on RENEW of .472, with a statistical significance (p value) of .001 on the variable RENEW. When the researcher then used continuance commitment as a mediator (CC), the path lost some of its impact and was reduced to .390. Its p value remained significant. The AMOS bootstrapping tool was used and examined the significance of the indirect effect, which measured .557 which was statistically insignificant. Consequently, since the mediated path is still statistically significant, we can say there was no mediation.

H3b – Organizational identification (OIGT) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (NC).

Examining the data in Tables 11 & 13, it is clear that organizational identification, (in-group ties) labeled OIGT has a direct effect on RENEW of .472 with a statistically significant p value of .001 on RENEW. When the researcher then used normative commitment as a mediator (NC), the path lost some of its impact and was reduced to .355. Its p value was slightly increased to .003 but was still statistically significant. The AMOS bootstrapping tool was used to determine the significance of the indirect effect, which measured .309 which was statistically insignificant. Consequently, since the mediated path is still significant, we can say there was no mediation and we must accept the null hypotheses.

H3c – Organizational identification (OIC) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (NC).

Examining the data in Tables 11 & 13, it is clear that organizational identification, (centrality) labeled OIC has a direct effect on RENEW of -.002, with a P value of .958 on the variable RENEW (insignificant). When the researcher then used normative commitment as a mediator (NC), the path lost some of its impact. It was increased to -.130 yet its p value was improved to .387. The AMOS bootstrapping tool was used to examine the indirect affect, which measured .264 which was statistically insignificant.

Nevertheless, when the final model, depicted in Figure 9, was created, we can see that the only indirect path from the organizational identification variable OIC to RENEW that is statistically significant is when it passes only through the mediator variable NC. This occurs when both OIC and the proposed mediator variable CC serve as exogenous variables. Neither variable demonstrated a significant direct path to the endogenous variable RENEW. When the researcher removed the OIGT to NC path and then used normative commitment as the only mediator (NC), the path lost some of its impact and turned negative. It was reduced to -.012. Its p value declined slightly to .912. This was further elucidated by utilizing the AMOS bootstrapping tool and examining the statistical significance of the indirect effect, which measured .039, which was statistically significant. Consequently, while the path from OIC to RENEW, is still insignificant, the indirect effect from NC is significant and we must therefore, conclude that mediation is taking place. The null hypothesis must be rejected in favor of the alternative.

H3d – Organizational identification (OIC) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CC).

Examining the data in Tables 11 & 13, it is clear that organizational identification, organizational identification (centrality), labeled OIC, has a direct path on the variable RENEW

of γ = -.002, with a p value of ..958 on RENEW (statistically insignificant). When the researcher then used continuance commitment as a mediator (CC), the effect was -.206. Its significance dropped to .401. The AMOS bootstrapping tool was used to examine the significance of the indirect effect, which measured .909 and was statistically insignificant. This demonstrates no mediation took place, therefore, the null hypotheses must be accepted.

When CC was moved to an exogenous variable, it still had no statistically significant p value when a direct pathway was created to RENEW = -.054, p = .661. When CC was mediated through NC, its path to RENEW remained insignificant; r = .163, p = .267. While the pathway from CC to RENEW may be statistically insignificant, using bootstrapping, the indirect effect probability demonstrated that it was statistically significant; p = .005. We must therefore conclude that as an exogenous variable, CC is mediated by NC.

H3e - H3i – could not be tested based on the exogenous variable OIGA and proposed mediating variable CAC being eliminated from the study due to discriminant validity issues.

Table 14

Hypothesis Support for Hypotheses 3a through 3i

Hypothesis	Variables involved	Sig. of Indirect effect	Support
3a	OIGT and CC	.557	Accept null
3b	OIGT and NC	.309	Accept null
3c	OIC and NC	.039	Accept alternative
3d	OIC and CC	.909	Accept null
3e – 3i	Could not be tested		Discriminate Validity

Note. OIGT = in-group ties; OIC = cognitive centrality; CC = continuance commitment; NC = normative commitment; RENEW = membership renewal intentions.

Answers to Research Questions

Three research questions were posed in chapter 1 of this dissertation. Based on the results of the dissertation, the responses are as follows.

Research Question 1 (R1). What role does organizational identification play in business league membership renewal intentions? The research has demonstrated that some aspects of organizational identification play an important role in RENEW levels among members of AMCHAM. Ostensibly, OIGT demonstrated moderate path gamma levels suggesting that OIGT is important to AMCHAM members when making membership renewal decisions. OIGA was not tested in the model based on discriminant validity issues but given its strong correlation to RENEW, is likely to play an important role. Alternatively, based on gamma (γ) levels, OIC had no direct effect on RENEW, indicating that it was not a factor in RENEW decisions by AMCHAM members.

In summary, the answer to R1 is that the interaction and sense of stickiness to other members of AMCHAM (OIGT) has a moderate direct effect on a member's desire to renew their membership (RENEW). Members don't think about AMCHAM much and it is not a central part

of their identity (OIC) and it has little effect on whether they renew their AMCHAM memberships (RENEW). Unfortunately, the researcher was unable to test levels of OIGA in this model due to discriminant validity issues.

Research Question 2 (R2). What role does organizational commitment play in business league membership renewal intentions? Organizational commitment is also important to AMCHAM members in their RENEW decisions. Clearly NC plays a key role in RENEW levels among AMCHAM members. The gamma levels between NC and RENEW were moderate. Alternatively, CC had no impact on membership renewal intentions as it had no direct effect on RENEW. CAC was unable to be tested due to discriminant validity issues. In summary, AMCHAM members felt a moderately strong sense of obligation to the organization (NC). This drove a desire to renew their membership (RENEW), but their overall neutral feelings about the value of their membership vis-à-vis a cost benefit analysis (CC), had no impact on their renewal decisions.

Research Question 3 (R3). Is building organizational identification a precursor to developing organizational commitment in business leagues? Based on the data produced in this study, it is suggested that there is an interaction between organizational identification and commitment, but not in the way the researcher had imagined it. OIGT has a direct impact on RENEW as demonstrated by its gamma level. By contrast, OIC levels play no role in RENEW decision making as seen by its gamma level on the direct path. There is however a moderate beta level between OIC and NC and mild statistically significant indirect mediating effect by NC along the pathway to RENEW. Similarly, CC has no statistically significant direct path to RENEW as demonstrated by its gamma level. Alternatively, CC exhibits a moderate beta level

with NC and a statistically significant indirect effect on its path to renew which is indicative of mediation. CAC could not be tested due to discriminant validity issue.

In summary NC, the sense of obligation to the organization, may be intensified by greater levels of both CC and OIC. Establishing both a strong sense of obligation in staying with the organization and strong ties with its members are critical to retaining members. It is unknown what role both OIGA and CAC play in retaining members within AMCHAM as these were not tested due to discriminant validity problems.

Final Structural Model

Based on the support from the hypotheses it is clear that OIGT and NC have direct paths to RENEW. Variables OIC and CC have no direct path to RENEW but are mediated by NC. Figure 9 represents the final structural model. The model is supported not just by statistical analysis but is also grounded in theory. The model gives partial support to the theory posed by Romeo et al. (2011), Guzman et al. (2008) and Trice (1993) that building organizational identification is potentially a precursor to building organizational commitment. This appears to be the case with OIC and NC.

The lack of a direct pathway to RENEW by OIC is indicative that AMCHAM membership is not central to, or often thought of by AMCHAM members and has no bearing on RENEW. This is likely because it is ostensibly corporate sponsored volunteerism. As AMCHAM membership has no real impact of the employee's career, salary or other tangible benefit, it is not central the AMCHAM member's professional life. Similarly, when weighing the costs and benefits of membership, the member has a neutral to negative CC, indicating that they don't care if they continue with their AMCHAM membership or not. By contrast, the social

bonds (OIGT) and sense of obligation (NC) were what drove AMCHAM members to renew their membership. It appears that the real selling point of the organization is the camaraderie.

The study is also indicative that there is still uncertainty about the differentiation between organizational identification and organizational commitment. While both three factor models are well documented and work well separately, the viability of using both models simultaneously in one study is at best sporadic. There appears to be no universally acceptable survey that measures both concepts together. The use of the combined Gruen et al. (2000) and Harris (2004) models was not successful and significant model trimming had to take place.

The researcher believes this was in part due to the organization selected. AMCHAM was an organization that represented a number of businesses, was multicultural and whose membership was corporate sponsored. Other elements such as membership fees, personal benefits and career advancement did not come into play as it did with professional associations or employers, which are the organizations where most of the organizational commitment and organizational identification research takes place.

Another factor that was not considered but is important is the role that both OIGA and CAC played in the RENEW decisions by members. As can be seen in Figure 4 and 5 and in Appendix C, both had high loadings from their manifest variables. These variables represent the emotional aspects of membership which may not be fully captured in a two factor model. While the four factor model presented below provides a good basis for continued study, future research should focus on determining if OIGT fully encapsulates all of the emotional aspects associated with organizational identification, and that there are no additional emotional components of commitment. Organizational identification seems to be a transient concept where members constantly evaluate it to an ever changing personal identity, to see if it fits into their lifestyle.

Alternatively, organizational commitment seems to be more static. Once the member is committed to the organization, he or she remains committed for a longer period of time.

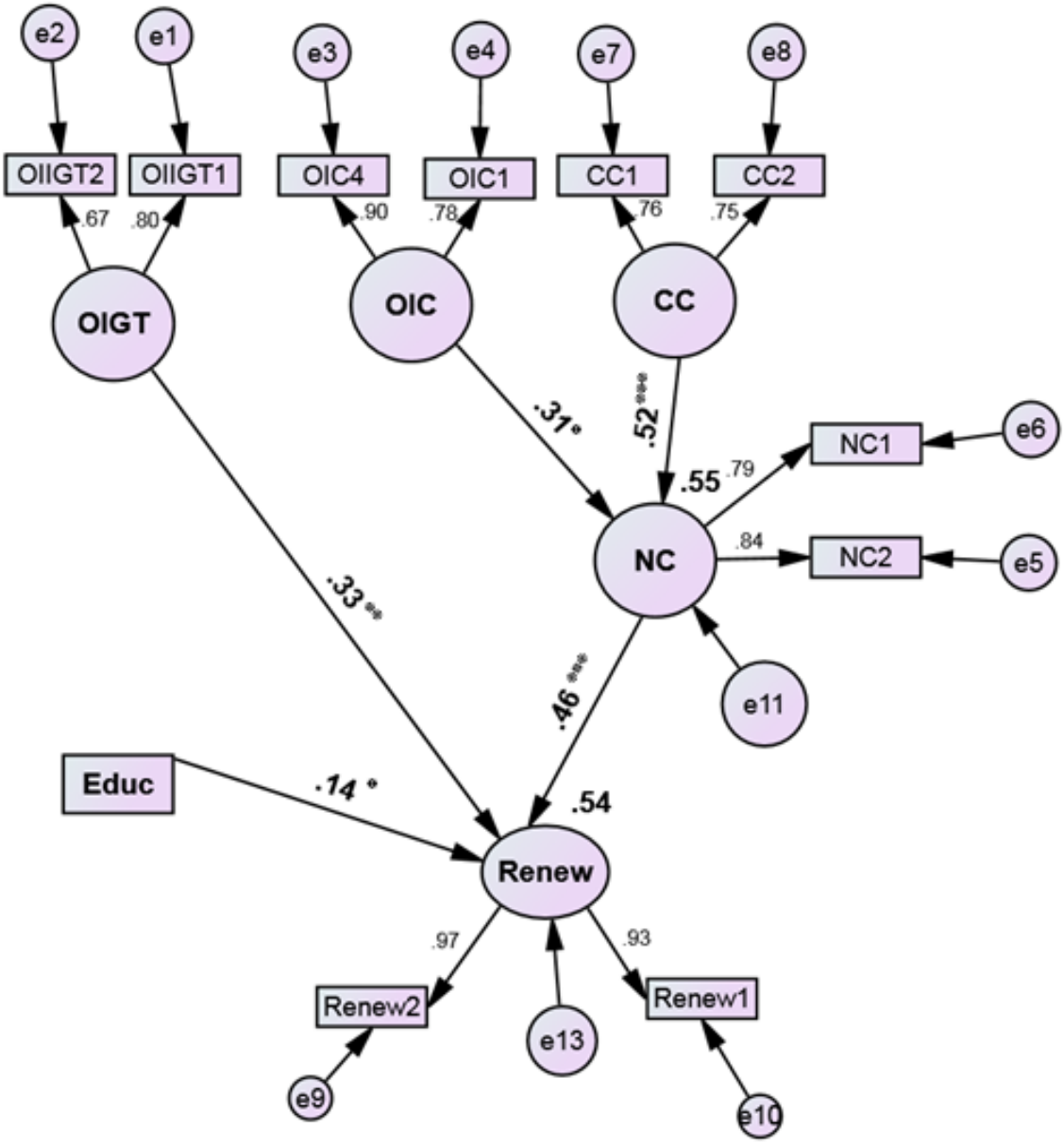

Figure 9. Final Structural Model. This model is a Structural Equation Modeling, Analysis of MOment Structures (AMOS) figure. Significant statistical paths are noted by: *** < .001, ** < .01, * < .05. Due to complexity of the model and for ease of visual depiction, controls are not shown here but their effects are calculated in the diagram. Controls included: gender, age, civil status, years at AMCHAM, educational level, work experience and ethnicity. Fit statistics include: $\chi 2 = 62.3$, DF = 63, p = .501, RMR =.014, GFI = .963, IFI = .999, RMSEA = 001.

Other Membership Activity Data

In order to assist the AMCHAM with understanding its membership's level of co-production and core services utilization, a number of questions were posed to the participants. These questions were not made mandatory and appeared at the back end of the survey. They did show that AMCHAM membership activity vis-à-vis utilization of core services was extremely limited. They are queued to the questions provided in Appendix A.

Table 15

Statistics related to Core Services Utilization and Coproduction Section 1

	AMCHAM Website Checked	# Meetings Attended	# Event attended	# Times used Visa service	# Publications utilized
Mean	4.74	3.28	3.28	.63	2.28
Median	3.0	2.0	2.0	0	1.0
N	183	183	181	183	183

Table 16

Statistics related to Core Services Utilization and Coproduction Section 2

	# Times used job bank	# Committees served	# Events Sponsored	# Times member's only website visited	# People you have asked to join AMCHAM
Mean	.79	0	.49	1.6	1.63
Median	0	0	0	1.0	1.0
N	182	182	183	86	183

It appears from Tables 15 &16 above, that there is poor utilization of core service at the AMCHAM chapter, by the average member. For example, AMCHAM website visits (Mdn = 3.0), meetings attended by members (Mdn = 2.0) and events attended (Mdn =2.0). Other core services were even less used by members: Visa service (Mdn = 0), member's only section of

AMCHAM web site (Mdn = 0) and job bank (Mdn = 0). Coproduction activities (developing content for meetings, serving in leadership roles, sponsoring meetings, or recruiting new members) was also low. For example, members serving on committees (Mdn = 0), members that sponsored or ran meetings (0) and recruitment of new members (1).

When the core services utilization data and coproduction activities were correlated with all the exogenous variables as well as the control variables and paths were drawn to the endogenous variable RENEW and the mediating variable NC, none resulted in significant pathways to RENEW. Only the number of meetings attended had any statistically significant impact on NC: $\gamma = .166$, $p = .42$. The fit measures for the model were excellent: $\chi 2 = 132.64$, DF = 113, $p = .100$, RMR =.011, GFI = .953, IFI = .989, RMSEA = .030.

It appears, like any organization, there is a cadre of hard core members that frequently do attend meetings, use the core services and participate in coproduction activities. Many others are happy to sit on the sidelines and simply be members.

Chapter V. Discussion

This study has met several of the goals that it set out to accomplish and uncovered some interesting results when combining the OC and OI models. It answered the research questions that were posed. It was theorized that both organizational identification and organizational commitment play an important and predictive role in RENEW. While it was disappointing that the use of the three factor organizational commitment model (Gruen et al., 2000) and the Cameron (2004) organizational model could not be utilized together due to discriminant validity issues, this did result in a key finding of this study. Since much of the AMCHAM membership attractiveness seems to be found in the emotional aspects of membership, such as sense of belonging, these aspects should be seen as key areas for member development at AMCHAM. The use of the OIGA and CAC variables in the model would have provided a more complete picture of the emotional context of the membership, but due to discriminant validity problems they could not be further explored. Despite recent research indicating that organizational identification and organizational commitment are separate concepts, there is still overlap in some areas, particularly among the emotionally focused variables.

The study also answered the research questions regarding whether organizational identification and organizational commitment play an important role in retention. In fact, subcomponents of both do play a role in a member's decision to renew membership in the organization. Normative commitment (NC) and in-group ties (OIGT) had statistically significant direct paths to RENEW among AMCHAM members. Continuance commitment (CC) and in-group affect (OIC) did not have direct paths to RENEW, and therefore were not factors in RENEW among members.

Another key finding of the research is that normative commitment (NC) did play a mediating role; however slight, on the path from OIC and CC to RENEW. The variable CC is therefore not a mediator as predicted but rather fills the role of an exogenous latent variable.

In the balance of this section of the dissertation, the researcher summarizes the results for each of the variables, discusses the results, offers potential explanations, points out some of the limitations of the study and offers areas for future research.

Organizational Commitment Analysis

The researcher tested the Gruen et al., (2000) commitment model by itself using a measurement model (see Appendix C1). The researcher then constructed a three factor model with a nested secondary latent exogenous variable for organizational commitment (OC); see Appendix C5. This 2nd level latent variable had three reflective paths loading on to it: NC, CAC and CC. Each of these observed loadings were above .7, and each of the loadings to the overarching secondary nested variable OC were also above .7. Fit measures for the model were acceptable and so the researcher tested a pathway from OC to RENEW, which loaded at .7 and had acceptable fit measures (see Appendix C7). All of the latent variable pathways were significant. Despite the fact that the model proved acceptable and predictive of membership renewal by AMCHAM members, the model could not be used due to discriminant validity when also used with the three factor organizational identity model. CAC had to be dropped from the model and testing with the organizational identification model was done with two factors NC and CC.

Normative commitment (NC). NC was the most interesting variable in the study in that path analysis showed that there was a moderate effect $\gamma = .542$ from NC to RENEW with a P value of .001 probability level. It also has a moderate β levels on the path from OIC ($\beta = .516$, P

< .001) and CC (β = .311. p = .009). The average level of organization wide normative commitment for members was 3.73 on a 1 to 5 scale with 3 indicating neutral levels of NC.

NC expresses the degree to which the member is psychologically bonded to the organization on the basis of the perceived moral obligation to maintain the relationship with the organization (Gruen, et al., 2000, p.37). In this case, the sense of obligation to stay with AMCHAM was moderately strong.

Affective commitment (CAC). CAC was eliminated from the model due to discriminant validity issues but was of interest to the researcher. The average level of organization wide affective commitment for members was 3.41 on a 1 to 5 scale. It represents the degree to which the member is psychologically bonded to the organization on the basis of how favorable the member feels about the organization (Gruen et al., 2000). Clearly, AMCHAM has engendered some mild sense of psychological bonding to the organization.

Continuance commitment (CC). CC's path to RENEW was γ = -.054 with a statistical significance of p =.661. The average level of organization wide continuance commitment for members was 2.98 on a 1 to 5 scale. CC represents the degree to which the member is psychologically bonded to the organization on the basis of perceived costs; economic, social and status associated with leaving the organization (Gruen et al., 2000). The level of CC, or in other words, the desire to maintain membership in AMCHAM by its members was virtually neutral to slightly negative. This was surprising to the researcher. Given the high level of RENEW among members, the researcher would have thought that the high desire to continue with membership (CC) would also be high. This will be more fully elucidated in the next section.

Discussion of Commitment Variable Results

Upon further analysis, it appears that AMCHAM has developed a moderate psychological bond with their members through affective commitment (CAC) but the cost benefit analysis has led members to have a slightly negative desire to remain with the organization (CC). Nevertheless, the intent to renew membership is very high (RENEW) but most of this appears to be manifest in a sense of obligation to remain with the organization.

One insight into this may come from Ashforth and Mael (1989) who argued that commitment tends to be more focused on individual goals whereas organizational identification is focused on both individual and organizational goals. It may be that AMCHAM membership offers more opportunities to advance company and national goals than it does personal goals. These include: reduction of trade impediments, fostering increases in two way trade and gaining access to other markets.

Since AMCHAM is not focused on a particular profession, but rather many professions, it has no hegemony over its members. It offers no certifications, has no continuing educational credit classes, offers no internships or apprenticeships and does not manage professional training programs or schools. Neither does AMCHAM offer member discounts for specific vendors, insurance packages, legal assistance or other benefits as part of its membership. Other than being a part of the organization, working toward a common good and offering an opportunity to socialize with others outside normal social circles, it offers few personal benefits. This may be the reason that levels of commitment were tepid or, in the case of CC, slightly negative.

These results may be also elucidated by examining some of the findings of other studies. In the Gruen el al. (2000) study of insurance executives, Gruen and his associates found that there was no significant path from commitment variables to membership renewal behavior.

They found that this was not consistent with other studies such as in Brown and Peterson (1993) and Riechers (1985). The difference in the current study and the Gruen et al. (2000) study is that Gruen used actual membership renewal as their measure of renewal. They also treated renewal activity as an aggregate National Association of Life Underwriters (NALU) chapter measure, rather than an individual one. They used a single measure in their survey to examine the NALU member's intent to renew. As such, Gruen (2000) and his colleagues did indicate that there was a weak association between two forms of commitment, normative (NC) and continuance (CC) and the intent by members to renew their membership. They did not find that same weak association with affective commitment (CAC).

Gruen et al. (2000) found that commitment did mediate some membership activities related to dissemination of knowledge and personal recognition but those factors were not used in the current study since it was not geared toward a professional association like NALU. As a result, AMCHAM members did appear less connected to the concrete benefits of joining AMCHAM and this could have been the source of neutral or slightly negative levels of continuance commitment.

Another rationale for the mixed results for commitment and renewal intentions that were exhibited by AMCHAM members may also lay in the organization that is being studied. AMCHAM membership in most cases, except for a small company that has an owner / representative, is being financially sponsored by the member's company. Using exchange theory, the member does a cost benefit analysis to determine if he or she wants to remain a member of AMCHAM. Unlike members of most professional associations, AMCHAM members likely do this analysis on two levels.

The first level is personal – are the benefits of membership worth my time and effort? The second level of analysis happens when the member asks themselves, are the benefits of membership worth my organization's time and money? If the answer to the question is "yes" at either the personal or the organizational level, the individual is likely to answer -- yes, I/we intend to renew our membership this year and likely next year. This renewal decision will ultimately be made on both levels. When answering the questions about CC, AMCHAM member's responses likely revolve around a personal cost / benefit analysis. In the case of RENEW, the member may mentally frame the issue that they will renew membership in the organization but it might not necessarily be them serving as the company representative, hence the wide distance between CC and RENEW levels.

NC as a Mediator. Both NC and CC were hypothesized as mediators. Both Trice (1993) and Guzman et al. (2008) believed that someone has to be identified with an organization before they can be committed to it. When the researcher used both CC and NC as mediators to variables OIGT and OIC, there was no mediation at all. They did not work in tandem as expected. CC was not found to be a mediator but was in fact, an exogenous variable. NC surprisingly did play a mediating role between both CC and OIC on the path to RENEW.

Both OIC and CC had insignificant direct paths to RENEW. Once NC was introduced as a mediator, the paths to RENEW remained insignificant but the indirect effect was statistically significant. For example, the direct path from OIC to RENEW was $\gamma = -.002$, $p = .958$, after mediation it was $\gamma = -.012$, $P = .912$. A small change, but the indirect effect was significant at $p = .039$. Similarly, CC went from $\gamma = -.054$, $P = 661$, after mediation $\gamma = .163$, $p = .267$. The impact of CC on RENEW was improved by 10 % as well as the probability level. The indirect effect was significant at .005.

One potential explanation for the reason there was mediation from OIC and CC by NC on the path to RENEW is that organizational identification builds commitment by creating a mild level of loyalty and sense of obligation to the organization. While OIGA and CAC were not tested in this model, their levels within the organization were high. Perhaps CAC could play an important mediation role between the three OI variables: OIC, OIGA and OIGT.

Organizational Identification Analysis

The researcher tested the Cameron (2004) organizational identification model by itself using a measurement model (see Appendix C2). The correlation levels and fit measures were high among variables. The researcher then constructed a three factor model with a nested secondary latent exogenous variable that is labeled organizational identification (OI), (see Appendix C6). This 2nd level latent variable had three reflective pathways loading on to it from the variables: OIC, OIGA and OIGT. Each of these loadings from observed variables was above .7, and each of the loadings to the overarching secondary nested variable was also above .7. Fit measures for the model were marginally acceptable and so the researcher tested a pathway from OI to RENEW, which loaded at .7 and had acceptable fit measures (see Appendix C8). All of the latent variable pathways were significant. Despite the fact that the model proved acceptable and predictive of membership renewal by AMCHAM members, the model could not be used due to discriminant validity issues when it was used in combination with the three factor organizational commitment model. OIGA had to be dropped from the model and testing with the organizational identification model was done with two factors: OIGT and OIC.

Organizational Identification Results

Organizational centrality (OIC). When a path diagram was drawn directly to RENEW in the structural model, there was no significant effect = -.002, p = .958. There was, however, some improvement in the path to renew through mediation by the organizational commitment variable NC, albeit still statistically insignificant. Similarly, the average level of organization wide centrality for members was 3.23 on a 1 to 5 scale.

Centrality of a social group reflects its position in the overall structure of the self-concept. A group that is one that contributes in a substantial way to self-definition and that is chronically accessible (Harris & Cameron, 2005). The data appears to show that Monterrey AMCHAM members have a weak sense of centrality and it is not relevant in membership renewal decision making by AMCHAM members.

In-group affect (OIGA). OIGA was not tested in the confines of this model but did load well when used in a separate model using only the organizational identification variables (see Appendix C2, C6 & C8). Nevertheless, the average level of organization wide in-group affect for members was 3.92 on a 1 to 5 scale. In-group affect reflects the subjective evaluation of a social group and its emotions (i.e. feeling glad or regretful) that it engenders. Positive in-group affect means feeling good about an AMCHAM member's membership in AMCHAM (Harris & Cameron, 2005). The data appears to show that members have a moderately strong emotional tie to the organization (in-group affect). Unfortunately, path analysis in this model was not conducted due to discriminant validity issues.

In-group ties (OIGT). The structural model also showed good path loading from OIGT to RENEW: $\gamma = .472$ at a p =.001 probability level. The average level of organization wide in-group ties for members was 3.61 on a 1 to 5 scale. In-group affect reflects the extent to which

individuals feel stuck together by virtue of a common bond with other members (Harris & Cameron, 2005). In this case the "stickiness" of the organization or sense of closeness with other members is moderate.

Discussion of Organizational Identification Variable Results

In examining the organizational identification component in this research, it appears members felt a moderate sense of identification with the organization. It is not clear whether that comes from a sense of furtherance of organizational goals or personal ones, since according to Ashforth and Mael (1989), organizational identification tends to focus on both personal and organizational goals.

The sense of centrality among members was low, but not unsurprising. Most of the members of AMCHAM are middle to high level managers in their respective companies. They generally have many years of professional experience in their fields and their AMCHAM membership has little influence on the arc of their careers. AMCHAM represents little in the way of professional development and recognition for professional achievement. Given their busy careers, families and other influences, AMCHAM is not central to a member's self-definition, and is not thought of frequently.

Despite not being central to an AMCHAM member's self-definition, AMCHAM was able to engender feelings of "stickiness" by members within the organization and a good feeling about being a member. It's main draw is offering the opportunity to serve as the company representative to AMCHAM and being part of something bigger than yourself and your company. Similarly, AMCHAM members take solace in knowing that while this AMCHAM may not advance their careers, their efforts further common multi-industry and national level goals. AMCHAM may offer some limited value in terms of prestige for the member company

and the individual as well. When dealing with American or international clients, being a member of the local AMCHAM may be perceived as a vetting tool and be viewed to some outsiders as a stamp of approval and trust. This in turn may be a potential source of new clients for the member's respective business.

Membership Renewal Intentions (RENEW) Analysis

The endogenous variable in this study is RENEW. It is defined as a member's intent to RENEW membership in AMCHAM. This was done on a five point Likert scale (Gray, Lindblad & Rudolph, 2001). Since Gray and his colleagues used this as a single measure, rather than multiple measures, there was no alpha to examine. Nevertheless, the researcher wanted to gage renewal intentions over a longer period than the current membership renewal cycle and therefore asked the same question of members but over an extended time horizon.

RENEW scored as the highest variable with the mean for the AMCHAM chapter in Monterrey being $\overline{x} = 4.12$. As noted earlier, all of the exogenous variables in this model were initially highly correlated with RENEW in the measurement model, but this did not play out in the structural model, with only NC and OIGT having any statistically significant direct paths to RENEW. CC and OIC did not. Moreover, only the control variable education had any statistically significant path with RENEW, but it was minimal: $\gamma = .14$.

As discussed earlier, the decision to renew is not likely the sole decision of the member, but it is done in concert with the member's company that pays the membership fees. This may be why the intent to renew membership (RENEW) is so high and continuance commitment is slightly negative.

Returning to the Gruen et al. (2000) study, they found that only core services drove membership renewal among NALU members. While not part of the modeling for this study, member core services utilization and co-production activities by AMCHAM members may help to triangulate and interpret its findings. The author should note that a number of AMCHAM members stopped the survey without answering these questions and a response was not mandatory.

The researcher was initially struck by the paucity in the annual utilization of AMCHAM benefits by members: AMCHAM website visits (Mdn = 3.0), meetings attended by members (Mdn = 2.0) and events attended (Mdn =2.0). Other core services were even less used by members: Visa service (Mdn = 0), member's only section of AMCHAM web site (Mdn = 0) and job bank (Mdn = 0). Coproduction activities (developing content for meetings, serving in leadership roles, sponsoring meetings, or recruiting new members) was also low: serving on committees (Mdn = 0), members that sponsored or ran meetings (Mdn = 0) and recruitment of new members (Mdn = 1).

The coproduction and core utilization statistics were modeled and inserted into the final model represented in Figure 9. All of the exogenous latent and control variables were then co-varied with the coproduction and core utilization data. When paths were drawn to the endogenous variable RENEW and the mediating variable NC, each of the core service and coproduction markers described above, failed to generate significant pathways for RENEW. Only the number of meetings attended had any significant path to the latent variable NC: γ = 166, p =.42. The fit measures were good for the model: $\chi 2$ = 132.64, DF = 113, p = .100, RMR =.011, GFI = .953, IFI = .989, RMSEA = .030.

Failure of Combined OI and OC Model

A significant finding of this study is that both the three-factor organizational commitment model used by Gruen et al. (2000) and the three-factor organizational identification model used by Cameron (2004), worked effectively when used by themselves. However, when used in a combined seven-factor model they failed due to discriminant validity issues.

One reason for this failure is that organizational identification and organizational commitment were traditionally used interchangeably. Recent research has found that they are two separate and distinct concepts that are measurable (Harris & Cameron, 2005). The emotional aspects of these two concepts are represented in the commitment model as affective commitment, labeled as CAC and in the organizational identification as in-group ties (OIGT) and in-group affect (OIGA).

Examining these three variables more closely, organizational identity, latent variable, in-group affect means "feeling good about one's membership in a particular social group" (Harris & Cameron, 2005, p. 160). Similarly related, but slightly different, organizational identity latent variable, in-group ties, "is the extent to which individuals feel stuck together by virtue of a common bond with other members" (Harris & Cameron, 2000, p. 160). Finally, OC latent variable affective commitment is "the degree to which the member is psychologically bonded to the organization on the basis of how favorable he feels about the organization" (Gruen et al., 2000, p. 37). These variables were highly correlated. For example, the correlation between OIGA to CAC was the highest at the .88 level and the second highest was found between OIGT and CAC at .83, both with significant P values. The researcher had to remove both the OIGA and CAC variables to eliminate the discriminant validity issues.

While Cameron (2004) and Harris and Cameron (2005) found similarities between these organizational commitment and organizational identification variables, they were not indiscernible and no discriminant validity issues arose. It could be that since these OI and OC instruments were tested on professional associations, rather than other types of business leagues, the organizational identification and commitment process was different. In the case of professional associations, OI and OC focus on the individual member and their profession, not necessarily the company or industries that they represent.

Control Variables Analysis

As indicated in Figure 8 and Table 12, only educational level had any real impact on RENEW. The path between educational level and RENEW was .143 with a statistical significance of .015. The remaining variables were not statistically significant when regressed against RENEW. These included gender, years of AMCHAM membership, age, years of work experience, ethnicity or civil status.

This is surprising as other studies have shown that they play a role in association membership. The bulk of association members tend to be from 30 to 60 years of age (Knoke & Thompson, 1977). This was in line with the age range of the AMCHAM members. The age of the participants ranged from 23 to 71 years old. The average age of the participants was 44 years old (SD = 10.7).

Ethnicity is also a factor that can contribute to the decision to be a member of voluntary associations. Afro-Americans tend to have a higher membership rate in voluntary organizations than Caucasians (Williams, Babchuck, & Johnson, 1973). Most of the participants were Hispanic (160, 84%) therefore ethnic and racial differences did not manifest themselves in this study in any statistically meaningful way.

Gender has also been found to play an important role in determining membership participation. In general, men have been found to have a greater level of membership in associations (Tomeh, 1973). Most of the participants in the study were male (136, 71%). This may be reflective of the Mexican society where executives are predominately men. Again, gender played no significant role in this study.

Those individuals who are married also appear to have a higher rate of membership than those that are single (Babchuk & Booth, 1969). Most of the participants were married (143, 75%) again, the differences between those who were married or not had no statistically significant importance.

Additionally, membership is often influenced by the individual's profession, stage in their career and by individual motivations (Denton & Ferende, 1976). These include prestige, social interaction, economic motivation and altruistic beliefs (Yeager & Kline, 1983). Again only educational level was statistically significant. The number of years of professional experience ranged from 1 to 47 years. The average number of years of experience was 15.9 years (*SD* =9.94). The number of years as a member of AMCHAM ranged from 1 to 35 years, with an average of 6.7 years (*SD* = 6.5). None of these factors were statistically significant.

Managerial Implications

Business league executives face an increasingly competitive environment for marketing memberships in their organization. Globalization, the proliferation of information technology and drive for value has made understanding membership retention decisions among members even more important. Organizational identification, commitment, core services performance and coproduction of membership benefits are critical factors in membership retention. Nevertheless, there is no, one size fits all, approach to retaining members. There are differences in how

members become identified and committed to the organization depending on the type of business league that is being marketed.

Contemporary research suggests that core services performance is one key to retaining members in professional associations (Gruen et al., 2000). Professional associations focus on the development of individual members, advancement of the profession itself and on influencing their external environment in terms of regulations, licensing, testing, etc. Valuation of these types of membership resides at a personal level.

By contrast, the way that members of business leagues such as chambers of commerce value benefits and the process through which they become identified with and committed to the organization may be different. Using exchange theory (Homans, 1961), members appear to evaluate the value of membership on multiple levels – what benefits are derived for the individual member and what's in it for their company.

In terms of organizational identification, members tended to become identified with the organization through development of social bonds and ties with other members. Membership does not become part of their core identity, particularly because it does not define them professionally or have an impact on the member's career. Moreover, a member's commitment to the organization seems to flow from developing close bonds with other members and a sense of loyalty to the organization and its people as opposed to any tangible personal benefits and career enhancement that membership might provide.

Core services that are offered and co-production levels seem to have little impact on membership retention intentions. Low utilization of tangible benefits and services suggests that members find them of limited utility or are unaware of their existence. It could be that they derive these benefits elsewhere or from the public domain.

In terms of co-production, or helping further the organization and its goals, many members thought that they were doing enough to advance the cause by just being members, or would do more if asked. They wanted to see an expansion to other geographic areas and more interaction with other organizations. They also wanted to get more information out of the organization that would help their business.

The managerial implication takeaways for the study are that business league executives should create opportunities to increase social bonding with other members which may increase identification with its goals and mission. These, in turn, build loyalty to the organization. Managers should also examine the benefits offered by chambers of commerce and similar business leagues, to ensure that there is a good mix of benefits that both the individual member and that member's company can enjoy.

Summary of Theoretical Contributions

This study contributes to the body of knowledge with respect to both organizational identification and organizational commitment in several ways. First, it demonstrates that the concepts of organizational identification and organization commitment may still be indistinguishable in a variety of different organizational contexts, particularly in those organizations such as chambers of commerce or other organizations where there is corporate sponsored volunteerism.

Secondly, it demonstrates that in some types of business leagues, such as chambers of commerce, RENEW is driven by both obligation to the organization (NC) and by camaraderie. Such organizations are not central to the identity of the member and are not thought of frequently (OIC). Similarly the cost benefit analysis (CC) by members does not drive RENEW.

Third, both CC and OIC may serve as precursors to building a sense of obligation to the organization as indicated by mediation of both OIC and NC. This partially supports the idea that organizational identification may be a precursor to organizational commitment.

Methodological Contributions

The use of SPSS 22 and Structural Equation Modeling software allowed the researcher to examine a complex set of data with graphical modeling. Specifically, the use of Analysis of Moment Structures (AMOS) was essential in examining multiple model structures, ranging from nested models to 1st level latent models. Along the way, the researcher ran into the "Heywood case", where eigenlevels were less than zero. This was particularly troubling when both CC and OIGA were included in the model. Once OIC and CAC were removed, the model was able to be established and no inadmissible warnings were displayed in the textual output. The researcher would strongly recommend AMOS in further research due to its ability to visually demonstrate the model and results.

The only drawback to the AMOS software is that it appears significance levels cannot be displayed within the model itself. While path beta and gamma results are found in the textual output, the researcher had to hand align the significances alongside with the path results using PowerPoint or Word picture and drawing tools.

Limitations

Two separate and distinct surveys were fielded to undertake this study, one for organizational identification, and the other for organizational commitment. Several factors must be considered in determining why the study failed to find differentiation between the two

concepts. First, there are unique cultural differences in every society and surveys tested on certain populations may not have the same effect as on other populations.

In this case, there was also a multicultural environment. Most of the participants were Mexican nationals within an organization that focuses primarily on cross border trade and promotion of North American Free Trade Agreement (NAFTA) related goods. The blending of Mexican and U.S. cultures may represent nuances in organizational identification, commitment or the perceived value of the membership benefits and services, particularly those that are intrinsic.

Secondly, organizational members were company representatives to the American Chamber of Commerce (AMCHAM). While representatives were ultimately responsible for evaluating the value of a company's financial investment, prestige and employee time devoted to membership, the financial costs were born by the company rather than the individual. The surveys used in this study may be more effective when used in professional associations and other organizations where the individual member is making decisions relative to their own interests rather than that of both themselves and their company.

Another aspect of membership, beyond the scope of this report but worth considering, is that during the course of this survey, AMCHAM members were operating in a tumultuous security environment caused by high levels of transnational criminal organization activity. Sticking together in an organization that represents all businesses gives the organization more influence when addressing the government for assistance and in sharing security data. This was not an aspect that was included in this study but may have influenced some of the responses to the survey.

Finally, every effort was made to make the survey instruments clear and understandable for each participant. Most of the participants had a reasonable level of fluency in the English language. For additional clarity, the surveys were translated into Spanish language and reviewed by four Mexican nationals that had a high degree of English language competency and intimate knowledge of the AMCHAM organization. Despite these rigorous efforts, subtle meanings can be lost in translation. Nevertheless, bilingual understanding of the questions for anyone relying solely on the Spanish translation may be an unlikely limitation.

Further Research

Until recently, organizational commitment and organizational identification were used interchangeably. Both concepts and the various surveys that are used to capture the impact of each concept have proved reliable when used separately. When combined there still appears to be overlap between the two concepts.

The model presented in Figure 9, provides the basis for additional research. While it appears that OIC and CC may be precursors to NC, two additional variables were dropped from the study. These variables OIGA and CAC are emotional aspects of both concepts and need to be examined more fully in future research. It is recommended that future research be directed on formulation of a new combined survey which better captures the contributions of both the OIGA and CAC variables in a combined model. Moreover, while there is partial support for organizational identification being a precursor to organizational commitment, additional research needs to be done to see if OIGA serves as a precursor for building any of the variables that makes up organizational commitment.

Given that AMCHAM is a business league that represents a variety of businesses, it may be that the identification and commitment processes are different, since the focus is not on the

member's profession or career. Additional research needs to be done on how these processes differ depending on what type of business league is being studied. For example, how do levels of OI and OC differ between professional associations and chambers of commerce?

Additional research should also be undertaken to study cultural differences, values and perceived benefits of organizational membership in international business leagues.

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Appendix A. Survey Questionnaire

I. Introduction from Nace Crawford -- 7757 NW 53rd St Miami, FL 33166

Mi nombre es Nace Crawford. Realizo un proyecto de investigación para entender por qué las personas se vuelve miembros de la AMCHAM, cuáles son los servicios qué buscan y que tanto se sienten identificados o comprometidos con la misma. El estudio busca entender cómo estos factores tienen un impacto en la retención de membresías. Los resultados brindarán a la AMCHAM Monterrey un panorama más claro de cómo mejorar la experiencia de sus socios e incrementar su plantilla de miembros, a la par de acrecentar la literatura académica existente en cuanto a la relación entre las asociaciones y el sentimiento de identidad y compromiso de sus miembros; así como el impacto de estos dos últimos elementos en la retención de membresía de una organización.

Le invito a participar en este estudio, el cual solo le tomará entre 15 y 20 minutos en completar. Su participación es completamente voluntaria y sus respuestas serán estrictamente confidenciales. Le agradeceré mucho su ayuda en este proyecto. De tener usted alguna pregunta, me puede contactar a través de los siguientes correos electrónicos: Crawfordnb@gmail.com, Nace.Crawford@my.trident.edu o también llamarme al 703-399-9910.

Al final de esta encuesta existe la oportunidad, si así lo desea, de registrarse para entrar a una rifa y ganar uno de trés IPods, los cuales serán sorteados en agradecimiento a los participaciones en este estudio. Muchas gracias por su colaboración y por apoyar a AMCHAM.

Atentamente,
Nace Crawford

My name is Nace Crawford. I am conducting research project focused on understanding why people join AMCHAM, what services they want and how much they feel identified with, or committed to the AMCHAM. Moreover, it seeks to understand how these factors impact on membership renewal intentions. It will also help fulfill part of my Ph.D. program in Business Administration. The results will give AMCHAM Monterrey a better understanding of how to improve the customer experience and bolster membership but will also further academic research into associations vis-a-vis membership identification, commitment and its impact on membership renewal intentions.

I invite you to participate in this study, which should only take 15 to 20 minutes to complete. Participation is completely voluntary and your individual responses will be kept strictly confidential. I appreciate your assistance in this endeavor and should you have any questions you may contact me at Crawfordnb@gmail.com, at Nace.Crawford@my.trident.edu or call me on 703-399-9910.

At the end of the survey, there will be an opportunity to register for a raffle to win one of three iPods, to thank you for filling out this survey. This is completely voluntary. Thanks again for your participation in the survey and for supporting AMCHAM.

Sincerely,

Nace Crawford

II. Demographic Information

1. Puesto / Job Title.

2. Número de personas que usted supervisa / Number of people you supervise.

3. Años de experiencia en su industria / number of years of experience in your industry.

4. Número de años como miembro de AMCHAM / Number of years as a member of AMCHAM.

5. Edad / Age

6. Gendero / Gender (Male /Female)

7. Estado Civil / Marital Status
   Casado(a) / Married
   Viudo(a) / Widowed
   Divorciado(a) / Divorced
   Nunca se ha casado / Never married

8. Raza/Etnicidad -- Ethnicity/ Ethnicity
   Asiático(a) / Asian
   Caucásico(a) / Caucasian
   Hispano(a) / Hispanic
   Indio(a) Americano(a) o Nativo(a) de Alaska / Native American or Alaskan
   Nativo(a) Hawaiano(a) o de alguna isla del Pacífico / Native Hawaiian or island Pacific
   Negro(a) o Afroamericano(a) / Black or Afro-American

9. Máximo grado de estudios obtenido. / Highest grade achieved
   Grado escolar menor a Preparatoria / Some High School
   Certificado de Preparatoria / High School Graduate
   Carrera profesional inconclusa / Some college
   Título de carrera profesional de dos años / 2 year degree
   Título de carrera profesional de cuatro años / 4 year degree
   Maestría/ Master's degree
   Doctorado / Doctorate
   Pos-Doctorado/Post Doctorate

III. Preguntas relacionadas con su membresía de AMCHAM / Questions about your AMCHAM membership. Questions 10-38 are listed as 5 point Likert scale. Organizational Identification (OI) questions derived from Cameron, J. (2004). A Three Factor Model of Social Identity. Self and Identity, 3, 239-262.

Muy de acuerdo/ Strongly Agree (5)
De acuerdo/ Agree (4)
Ni de acuerdo, ni en desacuerdo/ Neither Agree nor Disagree (3)
En desacuerdo / Disagree (2)
Muy en desacuerdo/ Strongly Disagree (1)

10. Tengo mucho en común con otros miembros de AMCHAM. I have a lot in common with other members of AMCHAM.

11. Tengo lazos fuertes con otros miembros de AMCHAM. / I have strong ties to my other AMCHAM members.

12. Encuentro difícil establecer lazos con otros miembros de AMCHAM. / I find it difficult to form a bond with AMCHAM members. (Reverse Scored)

13. No tengo un sentimiento de conexión con los otros miembros de AMCHAM. / I don't feel a sense of being connected with my other AMCHAM members. (Reverse Scored)

14. A menudo pienso en el hecho que soy miembro de AMCHAM / I often think about the fact that I am a member of AMCHAM.

15. En suma, ser miembro de AMCHAM tiene muy poco qué ver con como me siento conmigo mismo./ Overall, being a member of AMCHAM has very little to do with how I feel about myself. (Reverse Scored)

16. En general, ser miembro de AMCHAM es una parte importante de mi opinión/auto-imagen. / In general, being a member of AMCHAM is an important part of my self image.

17. Rara vez pienso en que soy miembro de AMCHAM. / The fact that I am an AMCHAM member rarely enters my mind. (Reverse Scored)

18. En general, me siento contento(a) de ser miembro de AMCHAM. / In general I am glad to be a member of AMCHAM.

19. A menudo me arrepiento de formar parte de AMCHAM. / I often regret that I am a member of AMCHAM. (Reverse Scored)

20. No me siento bien con respecto a formar parte de AMCHAM. / I don't feel good about being a member of AMCHAM. (Reverse Scored)

21. Generalmente, me siento bien cuando pienso en mí como parte de AMCHAM. / Generally, I feel good when I think about myself as a member of AMCHAM.

Questions about organizational commitment (OC) derived from Gruen, T., Summers, J. and Acito, F. (2000). Relationship Marketing Activities commitment and Membership Behaviors in Professional Associations. Journal of Marketing , 64 (3), 34-50.

22. Tengo un profundo sentimiento de pertenencia a AMCHAM. / I feel a strong sense of belonging to AMCHAM.

23. / Los problemas de AMCHAM también son los míos. / AMCHAM's problems are my own.

24. Disfruto el conversar con otras personas sobre AMCHAM. / I enjoy discussing AMCHAM with other people.

25. En AMCHAM, me siento como parte de la familia AMCHAM / I feel like a part of the family at AMCHAM.

26. Tengo poca relación emocional con AMCHAM. / I have little emotional attachment with AMCHAM. (Reverse Scored)

27. Afectería mucho mi carrera profesional si yo decidiera dar por terminada mi membresía en AMCHAM. /Too much in my career would be disrupted if I decided I wanted to drop my AMCHAM membership now.

28. En el presente, mi membresía a AMCHAM es tanto una necesidad como un deseo. / Right now my AMCHAM membership is as much a necessity as a desire.

29. Siento no habrían muchas opciones si decidiera ahora cancelar mi membresía a AMCHAM. / If I consider dropping my AMCHAM membership now, I have too few options.

30. Una consecuencia seria de cancelar mi membresía a AMCHAM sería la escasez de alternativas disponibles. / One serious consequence of dropping my AMCHAM membership would be the scarcity of available alternatives.

31. Una razón importante por la cual continúo perteneciendo a AMCHAM es que, el cancelar mi membresía, traería consigo un número considerable de sacrificios personales y profesionales -- otra asociación pudiera no igualar los beneficios de los cuales gozo ahora. / One major reason I continue to belong to AMCHAM is that dropping my membership would require considerable personal or professional sacrifice -- another association may not match the other benefits that I have here.

32. Los colegas en mi área de especialización deberían ser miembros de AMCHAM. / Colleagues working in my field ought to be members of AMCHAM.

33. Porque me apoya, es justo que yo apoye a AMCHAM. / Because it supports me, its only right that I support AMCHAM

34. Las personas en mi profesión no deberían sentir como una obligación el ser miembros de AMCHAM. / People in my profession should not feel a sense of duty to be AMCHAM members.

35. Sólo por conservar y enriquecer mi profesión, siento que tengo obligación de mantener mi membresía a AMCHAM. / If only for the sake of preserving and enhancing my profession, I feel that I have an obligation to maintain my AMCHAM membership.

Questions about membership renewal intentions (Questions 35-38). Modified from Gray, D. O., Lindblad, M. and Rudolph, J. (2001). Industry-university research centers: A multivariate analysis of member renewal. *Journal of Technology Transfer, 26*(3), 247-254.

36. Estoy planeando renovar mi membresía de mi AMCHAM el año proximo. I am planning to RENEW my AMCHAM membership next year.

37. De aquí a dos años, planeo continuar siendo miembro de AMCHAM. I am planning to be with AMCHAM two years from now.

38. Planeo continuar siendo miembro de AMCHAM los próximos tres o mas años. / I am planning to be with AMCHAM three or more years from now.

IV. Preguntas con respecto a sus actividades como miembro / Questions about your membership activities.

39. ¿Cuántas veces ha visitado el sitio de internet deAMCHAM durante el último año? / How many times have you checked the AMCHAM website this year.

40. ¿A cuántas reuniones de AMCHAM ha asistido durante el último año? How many AMCHAM meetings have you attended this year?

41. ¿A cuántas eventos de AMCHAM ha asistido durante el último año? How many AMCHAM events have you attended this year?

42. ¿Cuántas veces ha utilizado el servicio de Visa AMCHAM este año? / How many times have you used the AMCHAM Visa service this year?

43. ¿Cuántas publicaciones ha usted consultado del sitio de internet de AMCHAM durante este año? / How many publications have you used from AMCHAM's website this year?

44. ¿Cuántas veces ha utilizado usted la Bolsa de Trabajo de AMCHAM? / How many times have you used the AMCHAM job bank?

45. ¿En cuántos comités participó usted durante el último año? / How many committees did you serve on in the past year?

46. ¿Cuántas reuniones o eventos de la AMCHAM ha ayudado usted a patrocinar, organizar o coordinar durante el último año? How many AMCHAM meetings or events have you helped sponsor, organize or run over the past year?

47. ¿Cómo de que manera usted ha contribuído más al crecimiento de AMCHAM durante el último año? / How else have you contributed to AMCHAM's growth over the past year?

48. ¿Cuántas veces, durante el último año, ha utilizado usted la sección de "sólo socios"? / How many times in the last year have you used the members only section?

49. ¿Cuáles otros beneficios de AMCHAM ha usted utilizado?/ What other benefits have you used from AMCHAM?

50. ¿A cuántos no-miembros ha usted animado a formar parte de AMCHAM este año? How many non-members have you encouraged to join AMCHAM this year?

51. ¿Qué otros beneficios le gustaría que AMCHAM ofreciera? / What other benefits would you like to see AMCHAM offer in the future?

52. ¿Cuáles servicios de la AMCHAM encuentra usted menos benéficos? / What AMCHAM services do you find least beneficial?

53. ¿Existe algo más que quisiera usted comentar con respecto a AMCHAM? Are there any other comments you would like to make about AMCHAM?

Appendix B. Survey Questionnaire Keyed to Observed Variables

(English Version)

I. Introduction

Nace Crawford
7757 NW 53rd St
Miami, FL 33166

My name is Nace Crawford. I am conducting research project focused on understanding why people join AMCHAM, what services they want and how much they feel identified with, or committed to the AMCHAM. Moreover, it seeks to understand how these factors impact on membership renewal intentions. It will also help fulfill part of my Ph.D. program in Business Administration. The results will give AMCHAM Monterrey a better understanding of how to improve the customer experience and bolster membership but will also further academic research into associations vis-a-vis membership identification, commitment and its impact on membership renewal intentions.

I invite you to participate in this study, which should only take 15 to 20 minutes to complete. Participation is completely voluntary and your individual responses will be kept strictly confidential. I appreciate your assistance in this endeavor and should you have any questions you may contact me at Crawfordnb@gmail.com, at Nace.Crawford@my.trident.edu or call me on 703-399-9910.

At the end of the survey, there will be an opportunity to register for a raffle to win one of three iPods, to thank you for filling out this survey. This is completely voluntary. Thanks again for your participation in the survey and for supporting AMCHAM.

Sincerely,
Nace Crawford

II. Demographic Information

1. Job Title.

2. Number of people you supervise.

3. Number of years of experience in your industry.

4. Number of years as a member of AMCHAM.

5. Age

6. Gender (Male /Female)

7. Marital Status
   Married
   Widowed
   Divorced
   Never married

8. Ethnicity
   Asian
   Caucasian
   Hispanic
   Native American or Alaskan
   Native Hawaiian or island Pacific
   Black or Afro-American

9. Highest grade achieved
   Some High School
   High School Graduate
   Some college
   2 year degree
   4 year degree
   Master's degree
   Doctorate
   Post Doctorate

III. Questions about your AMCHAM membership. Note Questions 10-38 are listed as 5 point Likert scale

Strongly Agree (5)
Agree (4)
Neither Agree nor Disagree (3)
Disagree (2)
Strongly Disagree (1)

Questions about organizational identification (OI) organizational identification, in-group ties (OIGT) (Questions 10-13), organizational identification Centrality (OIC) Questions (14-17), organizational identification In-group Affect (OIGA) (Questions 18-21). Organizational Identification questions derived from Cameron, J. (2004). A Three Factor Model of Social Identity. *Self and Identity, 3*, 239-262.

OIGT1 -- 10. I have a lot in common with other members of AMCHAM.

OIGT2 -- 11. I have strong ties to my other AMCHAM members.

OIGT3 -- 12. I find it difficult to form a bond with AMCHAM members. (Reverse Scored)

OIGT4 -- 13. I don't feel a sense of being connected with my other AMCHAM members. (Reverse Scored)

OIC1 -- 14. I often think about the fact that I am a member of AMCHAM.

OIC2 -- 15. Overall, being a member of AMCHAM has very little to do with how I feel about myself. (Reverse Scored)

OIC3 -- 16. In general, being a member of AMCHAM is an important part of my self-image.

OIC4 -- 17. The fact that I am an AMCHAM member rarely enters my mind. (Reverse Scored)

OIGA1 -- 18. In general I am glad to be a member of AMCHAM.

OIGA2 -- 19. Often regret that I am a member of AMCHAM. (Reverse Scored)

OIGA3 -- 20. I don't feel good about being a member of AMCHAM. (Reverse Scored)

OIGA4 -- 21. I feel good when I think about myself as a member of AMCHAM.

Questions about organizational commitment (OC), Affective commitment (CAC) (Questions –22-26), (CC) Continuance commitment (CC) (Questions 27-31), Normative commitment (NC) (Questions 32-34). Questions derived from Gruen, T., Summers, J. and Acito, F. (2000). Relationship Marketing Activities commitment and Membership Behaviors in Professional Associations. *Journal of Marketing, 64* (3), 34-50.

CAC1 -- 22. I feel a strong sense of belonging to AMCHAM.

CAC2 -- 23. AMCHAM's problems are my own.

CAC3 -- 24. I enjoy discussing AMCHAM with other people.

CAC4 -- 25. I feel like a part of the family at AMCHAM.

CAC5 -- 26. I have little emotional attachment with AMCHAM. (Reverse Scored)

CC1 -- 27. Too much in my career would be disrupted if I decided I wanted to drop my AMCHAM membership now.

CC2 -- 28. Right now my AMCHAM membership is as much a necessity as a desire.

CC3 -- 29. If I consider dropping my AMCHAM membership now, I have too few options.

CC4 -- 30. One serious consequence of dropping my AMCHAM membership would be the scarcity of available alternatives.

CC5 -- 31. One major reason I continue to belong to AMCHAM is that dropping my membership would require considerable personal or professional sacrifice -- another association may not match the other benefits that I have here.

NC1 -- 32. Colleagues working in my field ought to be members of AMCHAM.

NC2 -- 33. Because it supports me, it's only right that I support AMCHAM

NC3 -- 34. People in my profession should not feel a sense of duty to be AMCHAM members.

NC4 -- 35. If only for the sake of preserving and enhancing my profession, I feel that I have an obligation to maintain my AMCHAM membership.

Questions about membership renewal intentions (Questions 36-38). Modified from Gray, D. O., Lindblad, M. and Rudolph, J. (2001). Industry-university research centers: A multivariate analysis of member renewal. *Journal of Technology Transfer, 26*(3), 247-254.

R1 -- 36. I am planning to RENEW my AMCHAM membership next year.

R2 -- 37. I am planning to be with AMCHAM two years from now.

R3 -- 38. I am planning to be with AMCHAM three or more years from now.

IV. Questions about your membership activities. (Coordinated with AMCHAM Executive Leadership and Professional Staff.)

39. How many times have you checked the AMCHAM website this year? _____

40. How many AMCHAM meetings have you attended this year? _____

41. How many AMCHAM events have you attended this year? _____

42. How many times have you used the AMCHAM Visa service this year? ____

43. How many publications have you used from AMCHAM's website this year? ____

44. How many times have you used the AMCHAM job bank? _____

45. How many committees did you serve on in the past year? _____

46. How many AMCHAM meetings or events have you helped sponsor, organize or run over the past year? _____

47. How else have you contributed to AMCHAM's growth over the past year? _____

48. How many times in the last year have you used the member's only section? _____

49. What other benefits have you used from AMCHAM? _____

50. How many non-members have you encouraged to join AMCHAM this year? ____

51. What other benefits would you like to see AMCHAM offer in the future? _____

52. What AMCHAM services do you find least beneficial? _____

53. Are there any other comments you would like to make about AMCHAM? _____

Appendix C. Model Building Steps

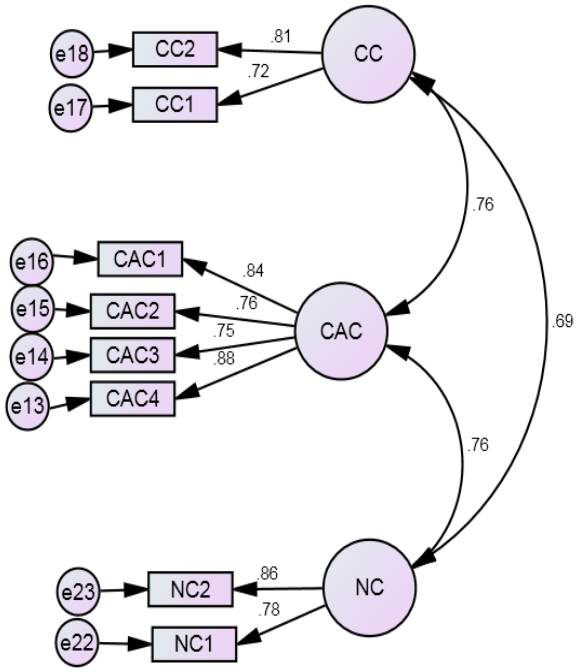

Figure C1. Initial Measurement Model commitment 1st level Latent Variable. It is a Structural Equation Modeling Analysis of MOment Structures (AMOS) Output figure depicting the standardized correlations between 1st level exogenous latent variables along with the loading from their manifest variables. These elements are the components of the variable organizational commitment. Variables are CAC = affective commitment; CC = continuance commitment; NC = normative commitment; Fit Statistics include: $\chi 2$= 26.02, DF = 17, P = .069, RMR =.022, GFI = .968, IFI = .988, RMSEA = .054. P values for all correlations were < .001.

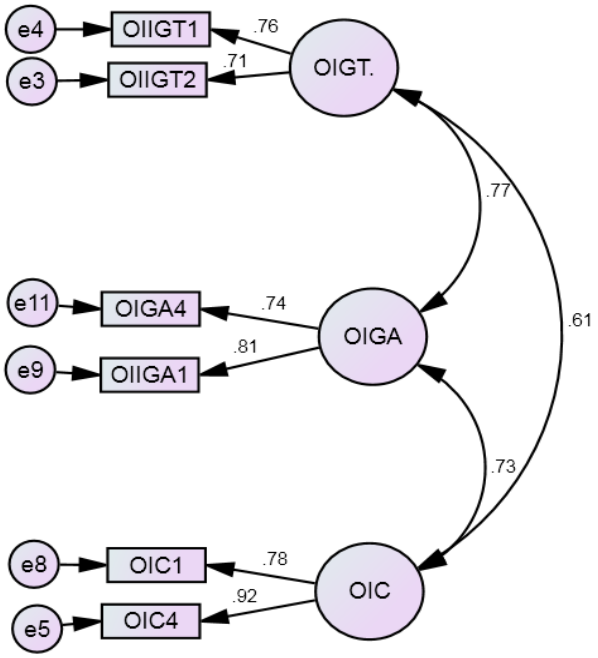

Figure C2. Initial Measurement Model organizational identification 1st level latent variables. This is a Structural Equation Modeling Analysis of MOment Structures (AMOS) Output figure depicting the standardized correlations between 1st level exogenous latent variables along with the loading from their manifest variables. These elements are the components of the variable organizational identification. Variables are OIGT = in-group ties; OIC = cognitive centrality; OIGA = in-group affect. Fit Statistics include: $\chi 2$= 8.55, DF = 6, P = .200, RMR =.011, GFI = .985, IFI= .994, RMSEA = .047. P values for all correlations were < .001.

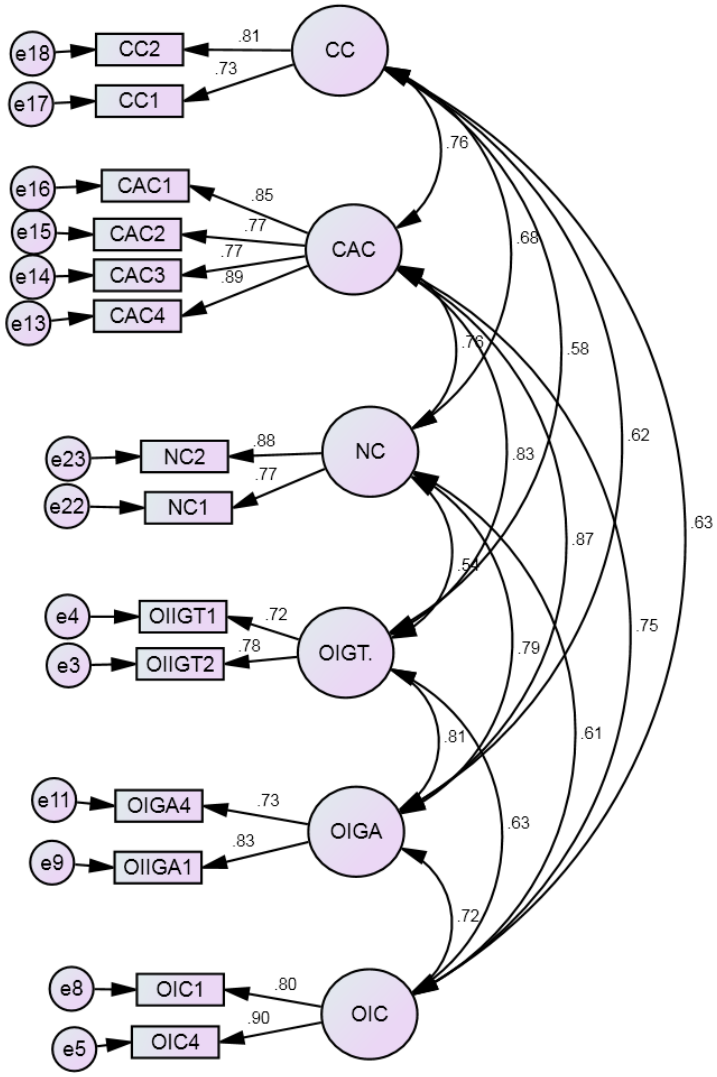

Figure C3. Measurement Model, OI and Commit, no endogenous variable. This is a Structural Equation Model, Analysis of MOment Structures (AMOS) Output figure, depicting the standardized correlations between 1st level exogenous (organizational identification and organizational commitment) latent variables along with the loading from their manifest variables. Variables are OIGT = in-group ties; OIC = cognitive centrality; OIGA = in-group affect; CAC= affective commitment; CC = continuance commitment; NC = normative commitment; Fit Statistics include: $\chi 2 = 63.8$, DF = 62, P = .413, RMR =.025, GFI = .952, IFI = .990, RMSEA = .012. P values for all correlations were < .001.

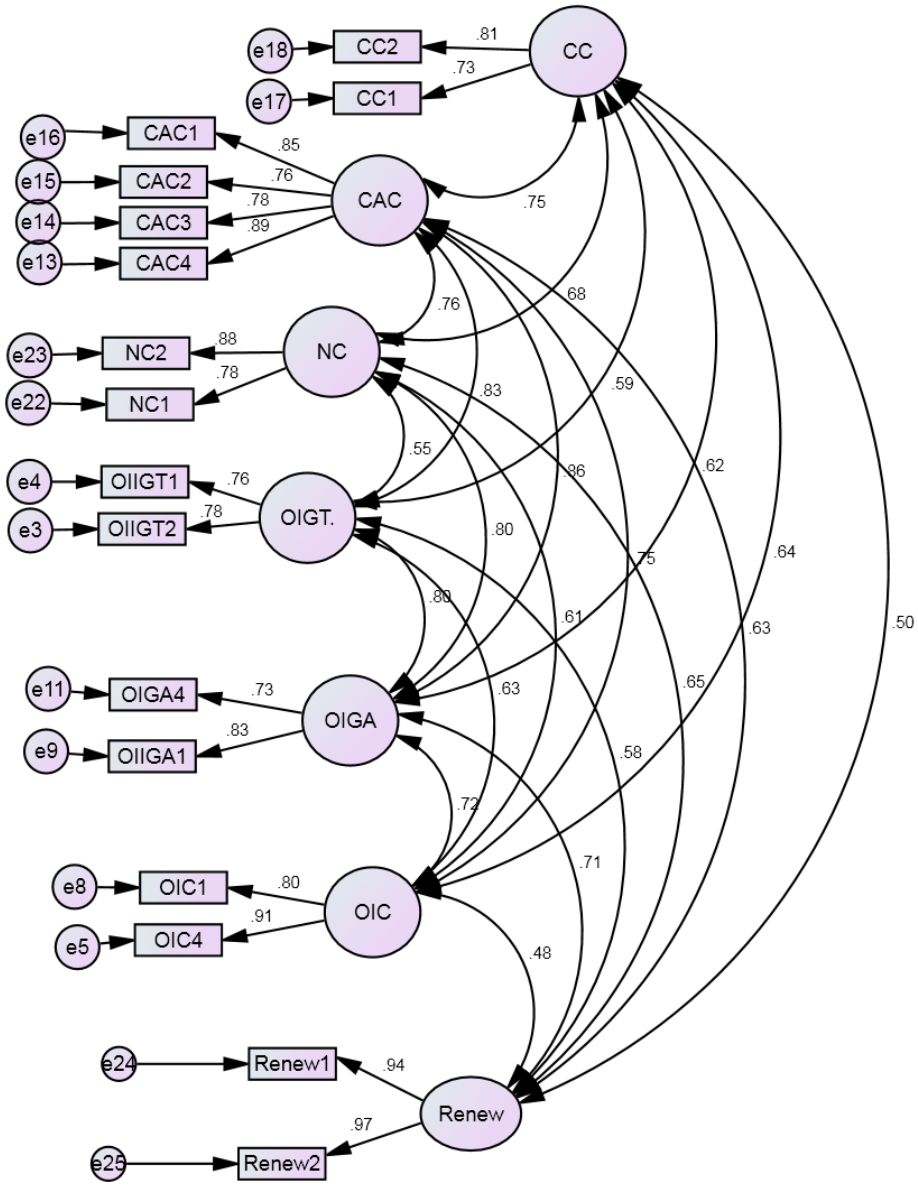

Figure C4. Measurement Model, Complete All Variables 1st Level. This is a Structural Equation Model, Analysis of MOment Structures (AMOS) Output figure, depicting the standardized correlations between 1st level exogenous (organizational identification and organizational commitment) latent variables along with the loading from their manifest variables. The endogenous variable RENEW was placed into this model. Variables are OIGT = in-group ties; OIC = cognitive centrality; OIGA = in-group affect; CAC= affective commitment; CC = continuance commitment; NC = normative commitment; RENEW = Membership renewal intentions. Fit Statistics include: $\chi 2 = 86.37$, DF= 83, P = .378, RMR =.025, GFI = .943, IFI = .987, RMSEA = .015. P values for all correlations were < .001.

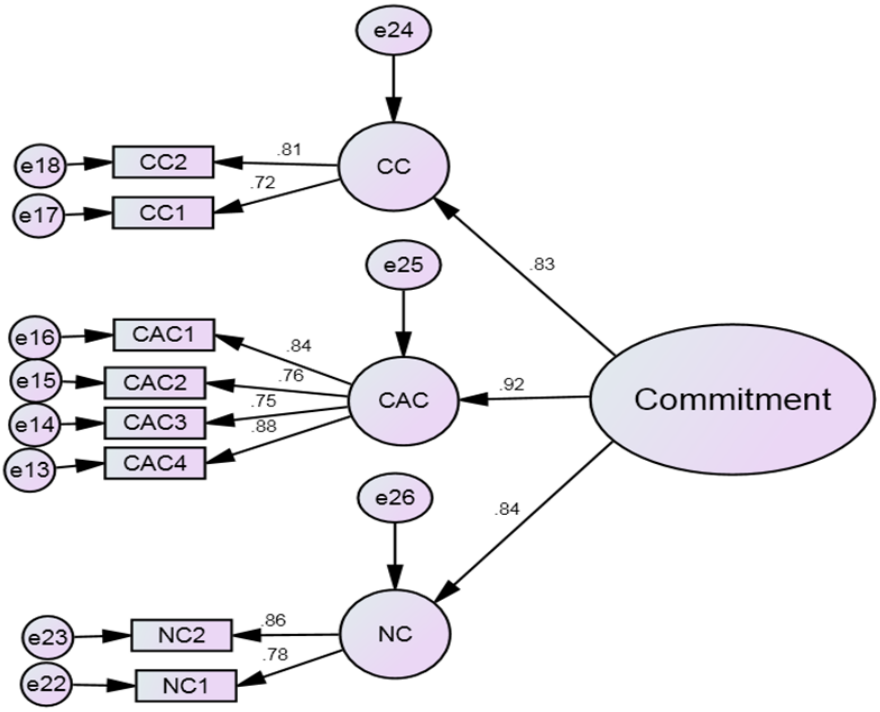

Figure C5. Measurement Model, commitment 2nd Level Latent Variable. It is a Measurement Model Structural Equation Modeling, Analysis of MOment Structures (AMOS) Output figure, depicting standardized regression for 1st and 2nd level exogenous latent variables for the variable commitment, along with the loading from their manifest variables. These elements are the components of the variable organizational commitment. Variables are CAC= affective commitment; CC = continuance commitment; NC = normative commitment; Fit Statistics include: $\chi 2 = 26.34$, DF = 17, P = .069, RMR =.022, GFI = .968, IFI = .988, RMSEA = .054. P values for all regression weights were < .001.

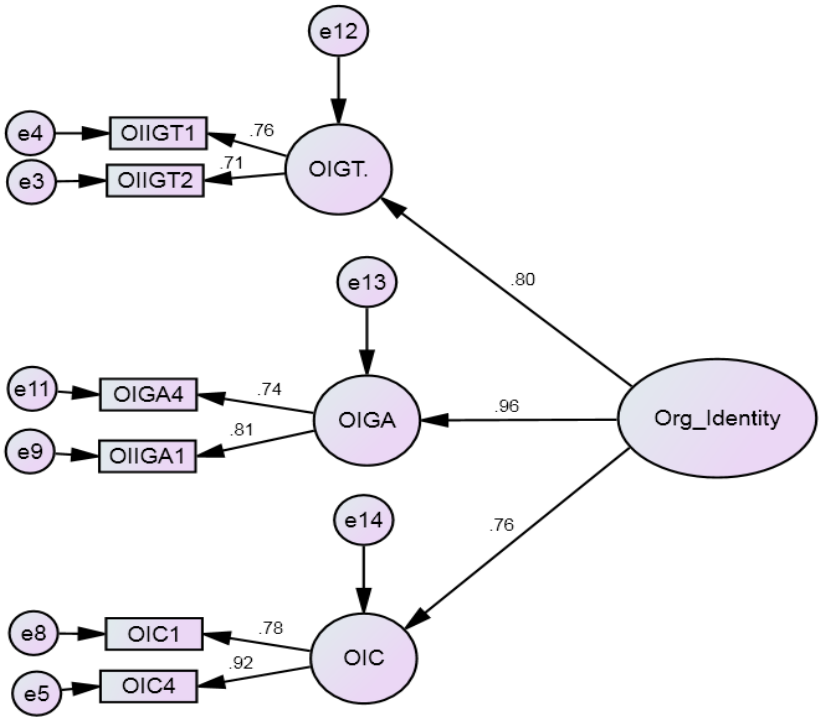

Figure C6. Measurement Model, Org Ident 2nd Level Latent Variable. It is a Structural Equation Modeling Analysis of MOment Structures (AMOS) Output figure depicting standard regression weights of 1st and 2nd level exogenous latent variables for organizational identification, along with the loading from their manifest variables. These elements are the components of the variable organizational identification. Variables are OIGT = in-group ties; OIC = cognitive centrality; OIGA = in-group affect. Fit Statistics include: $\chi 2 = 8.55$, DF = 6, P = .200, RMR =.011, GFI = .985, IFI = .984, RMSEA = .041. P values for all regression weights were <.001.

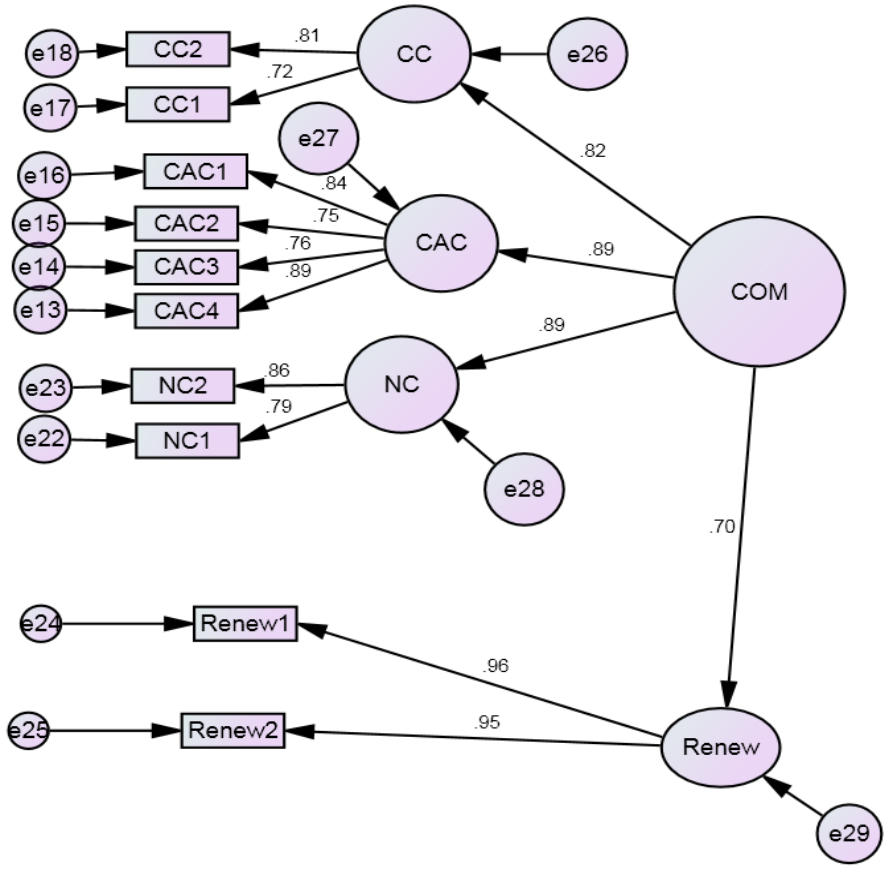

Figure C7. Structural model, commitment path effect on RENEW. It is a Structural Equation Model, Analysis of MOment Structures (AMOS) Output figure, depicting the standardized regression weights for the paths of 1st and 2nd level exogenous (organizational commitment) and endogenous (RENEW) latent variables along with the loading from their manifest variables. Variables are OIGT = in-group ties; OIC = cognitive centrality; OIGA = in-group affect; CAC= affective commitment; CC = continuance commitment; NC = normative commitment; RENEW = Membership renewal intentions. Fit Statistics include: $\chi 2 = 40.12$, DF = 31, P = .126, RMR =.029, GFI = .958, IFI = .954, RMSEA = .039. P values for all regression weights were <.001

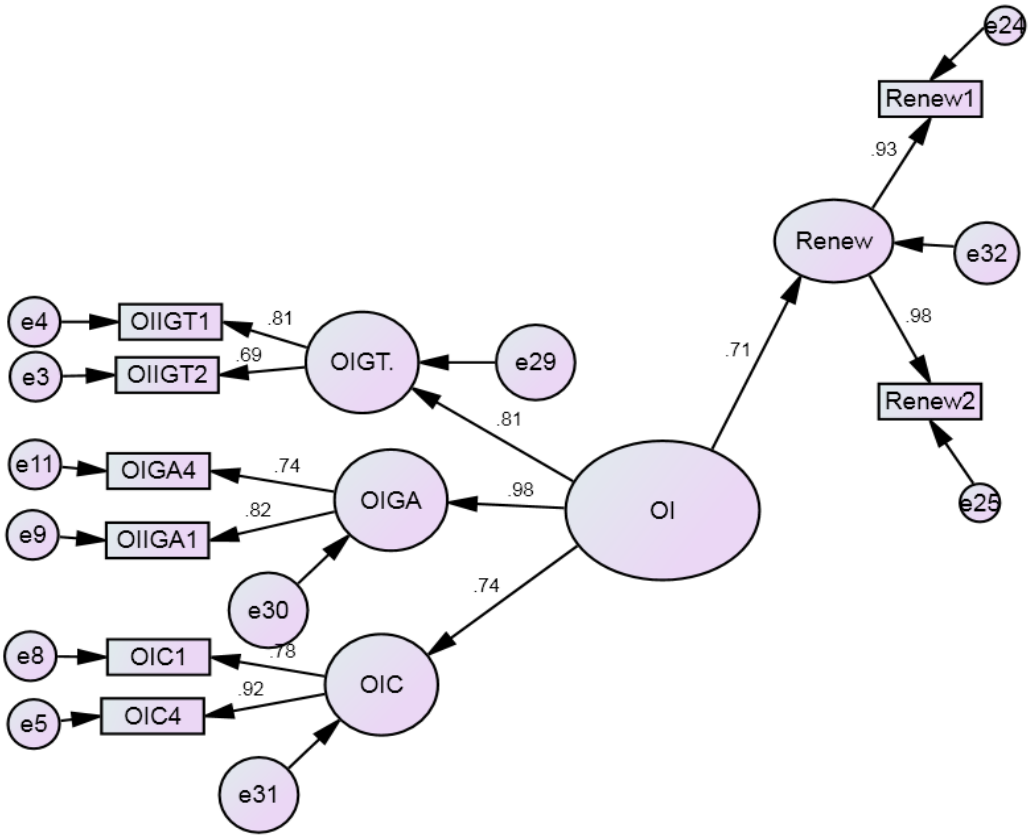

Figure C8. Structural Model, organizational identification effect on RENEW. It is a Structural Equation Model, Analysis of MOment Structures (AMOS) Output figure, depicting the standardized regression weights of 1st and 2nd level exogenous (organizational identification) and endogenous (Renew) latent variables along with the loading from their manifest variables. Variables are OIGT = in-group ties; OIC = cognitive centrality; OIGA = in-group affect; RENEW = Membership renewal intentions. Fit Statistics include: $\chi 2 = 25.33$, DF = 16, P = .064, RMR =.018, GFI = .966, IFI = .950, RMSEA = .056. P values for all regression weights were < .001.

Appendix D. Original Survey and Final Survey, Scale Alphas

2nd level Latent Variable	1st level Latent Variable	Scale Observed variable	Initial Scale Corrected Item-Total Correlation	Final Scale Corrected Item-Total Correlation
Organizational commitment	Affective commitment	CAC1	0.8	0.78
		CAC2	0.68	0.69
		CAC3	0.65	0.66
		CAC4	0.79	0.79
		CAC5	0.53	X
	Scale Alpha		0.87	0.87
	Continuance commitment	CC1	0.62	0.58
		CC2	0.58	0.58
		CC3	0.58	X
		CC4	0.67	X
		CC5	0.61	X
	Scale Alpha		0.82	0.73
	Normative commitment	NC1	0.52	0.66
		NC2	0.55	0.66
		NC3	-0.04	X
		NC4	0.42	X
	Scale Alpha		0.55	0.8
Organizational Identification				
	In-group Ties	OIGT1	0.48	0.53
		OIGT2	0.61	0.53
		OIGT3	0.57	X
		OIGT4	0.63	X
	Scale Alpha		0.77	0.68
	Continuance	OIC1	0.67	0.7
		OIC2	0.64	X
		OIC3	0.72	X
		OIC4	0.75	0.7
	Scale Alpha		0.85	0.82

	Ingroup Affect	OIGA1	0.58	0.58
		OIGA2	0.62	X
		OIGA3	0.6	X
		OIGA4	0.47	0.58
	Scale Alpha		0.77	0.73
Membership Renewal Intentions				
		Renew1	0.89	0.9
		Renew2	0.95	0.9
		Renew3	0.91	X
	Scale Alpha		0.96	0.94

Note. Variables are OIGT = in-group ties; OIC = centrality; OIGA = in-group affect; CAC = affective commitment; CC = continuance commitment; NC = normative commitment; Renew = membership renewal intentions.

Appendix E. Fit Results at Different Stages of Model Development Figures 1-8

Figure	Model Description	χ2	DF	P	RMR	GFI	IFI	RMSEA
1	Theoretical Model	X	X	X	X	X	X	X
2	Theoretical Model	X	X	X	X	X	X	X
4	Initial Measurement Model	390.24	303	.001	.203	.855	.770	.038
5	Trimmed Measurement Model,	100.93	83	.088	.020	.937	.986	.034
6	Final Measurement Model	60.37	60	.462	.013	.964	.990	.034
7	Initial Structural Model	60.37	60	.460	.020	.970	.990	.006
8	Structural test of mediation	60.83	61	.482	.013	.964	.999	.001
9	Final Structural Model	62.3	63	.501	.014	.963	.999	.001
	Acceptable Thresholds			>.05	<.05	≥.9	≥. 9	<.05

Note. χ2= Chi Squared; DF = Degree of Freedom; P = Probability; GFI =Goodness-of-fit index; RMR =Root Mean Square Residuals; RMSEA = Root Mean Square Error of Approximation, Minimum and maximum acceptable levels are derived from Hooper, Coughlan and Mullen (2008).

Appendix F. Means and Standard Deviation for each Latent Variable

Variable	Minimum	Maximum	Mean	Std. Deviation
Normative commitment (NC)	1.50	5.00	3.73	.68
Continuance commitment (CC)	1.00	5.00	2.98	.80
Affective commitment (CAC)	1.50	5.00	3.41	.72
OI In-group Ties (OIGT)	2.00	5.00	3.61	.68
OI In-group Affect (OIGA)	2.50	5.00	3.92	.55
OI Centrality (OIC)	1.00	5.00	3.23	.86
Membership renewal intentions (RENEW)	2.00	5.00	4.12	.68

Note. n = 190.

Appendix G. Correlation Table for Final Measurement Model (Figure 6)

VARIABLES	Renew	NC	CC	OIC	OIGT
Renew	1				
NC	**.665****	1			
CC	**.473****	**.671****	1		
OIC	**.478****	**.619****	**.625****	1	
OIGT.	**.598****	**.52****	**.596****	**.61****	1
Years AMCHAM	**.195****	**.032**	**.225****	.079	**.191****
Age	**.243****	**.171***	.141	**.178****	**.242****
Years Worked	.093	.026	**.156***	**.178****	**.226****
Educ	**.175***	.052	-.006	-.074	.008
Ethnicity	-.083	-.024	-.093	-.094	-.051
Gender	-.141	-.111	-.006	-.138	-.176
Civstat	-.087	-.090	.090	-.088	-.042

Note. ** Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed). OIGT = in-group ties; OIC = cognitive centrality; CC = continuance commitment; NC = normative commitment; RENEW = membership renewal intentions; Controls included: gender, age, civil status, years at AMCHAM, educational level, years worked and ethnicity. Bolded figures have significant P values.

Appendix H. Summary of Hypotheses and Results

Interaction Hypotheses	Evidence	Supported
H1a. The greater the level of organizational identification (OIC) in business leagues, the greater the level of RENEW among AMCHAM members.	Direct Affect -.002 (ns)	**NO:** No Effect
H1b. The greater the level of organizational identification (OIGA) in business leagues, the greater the level of RENEW among AMCHAM members.	X	**Could not be tested discriminant validity issues**
H1c. The greater the level of organizational identification (OIGT) in business leagues, the greater the level of RENEW among AMCHAM members.	Direct Affect .472**	**YES:** Positive Direct Effect
H2a. The greater the level of organizational commitment (NC) in business leagues, the greater the level of RENEW among AMCHAM members.	Direct Affect .542**	**YES:** Positive Direct Effect
H2b. The greater the level of organizational commitment (CC) in business leagues, the greater the level of RENEW among AMCHAM members.	Direct Affect -0.142 (ns)	**NO:** **No effect**
H2c. The greater the level of organizational commitment (CAC) in business leagues, the greater the level of RENEW among AMCHAM members.	X	**Could not be tested discriminant validity issues**
H3a. Organizational identification (OIGT) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CC).	Direct w/o Med: .472 (.001) Direct w/ Med: .390 (.001) Indirect Sig. (NS): .557	**NO:** **No Mediation**
H3b. Organizational identification (OIGT) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (NC).	Direct w/o Med: .472 (.001) Direct w/ Med: .355 (.003) Indirect Affect Sig: .309	**NO:** **No Mediation**

Mediation Hypotheses **H3c**. Organizational identification (OIC) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (NC).	Direct w/o Med: -.002 (.958) Direct w/ Med: -.012 (.912) Indirect Affect Sig: .039	**YES: Partial Mediation**
H3d. Organizational identification (OIC) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CC).	Direct w/o Med: -.002 (.958) Direct w/ Med: -.206 (.401) Indirect Affect Sig: .909	**NO: No Mediation**
H3e. Organizational identification (OIGT) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CAC).	X	**Could not be tested discriminant validity issues**
H3f. Organizational identification (OIC) is expected to affect RENEW among AMCH AM members through mediation by organizational commitment (CAC).	X	**Could not be tested discriminant validity issues**
H3g. Organizational identification (OIGA) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CC).	X	**Could not be tested discriminant validity issues**
H3h. Organizational identification (OIGA) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (NC).	X	**Could not be tested discriminant validity issues**
H3i. Organizational identification (OIGA) is expected to affect RENEW among AMCHAM members through mediation by organizational commitment (CAC).	X	**Could not be tested discriminant validity issues**

Note. OIGT = in-group ties; OIC = cognitive centrality; OIGA = in-group affect; CC = continuance commitment; NC = normative commitment; CAC = affective commitment; RENEW = membership renewal intentions. ** indicates significance < .01.