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THE ROLE OF INDIVIDUAL BOARD MEMBER RESILIENCE, PROFESSIONALIZATION,
AND COMMITMENT IN PREDICTING VOLUNTEER INTENTIONS AMONG A
NOT-FOR-PROFIT BOARD OF DIRECTORS

By

Marcelo L. Martinez

A Dissertation

Presented in Partial Fulfillment of Requirements for the

Degree of

Executive Doctor of Business Administration

in the

Crummer Graduate School of Business, Rollins College

2021

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The content and format of the dissertation are appropriate and acceptable for the
awarding of the degree of Doctor of Business Administration

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Abstract

The U.S. property management industry, of which community association management is a subset, is valued at \$88.4 billion (Roth, 2020). In a volatile industry such as community association management, client retention is critical, and company success lies with the volunteer members of the board of directors. This dissertation investigates the relationship between individual board member resilience, volunteer board members' organizational commitment, and the impact of these variables on volunteer intention in not-for-profit board of directors in condominium associations. Furthermore, the study investigates the moderating relationship that the perception of professionalization of the community association manager has on resilience and volunteer board member commitment. Results establish that individual board member resilience does in fact have an effect on a board members' volunteer intention through the mediation of board member affective commitment. Results further establish that individual board member resilience has a positive effect on board member commitment (affective and normative), and affective commitment has a direct effect on volunteer intention. Findings suggest that community association managers (CAM's) and management firms need to be mindful of these effects and make every attempt to ensure that their relationship with their respective boards are enhanced on an individual level. CAM's have the ability to impact organizational objectives through the inherent-principal agent relationship. This study adds to the academic literature on resilience within the property management and volunteerism context as well as stewardship theory in nonprofit governance. Managerial implications and future research opportunities are also discussed.

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CHAPTER 1: INTRODUCTION

Business leaders in the property management sector, as in others, are routinely looking for ways to ensure growth and overall profitability. The U.S. property management industry, of which community association management is a subset, is valued at \$88.4 billion (Roth, 2020). In a volatile industry such as community association management, client retention is critical, and company success lies with the volunteer members of the board of directors. Community association managers are instrumental in ensuring long term success for both the management company as well as the board of directors. Having an empirical study that will provide practitioners with a better understanding of how professionalization can impact volunteer intention and may allow management professionals to tailor their services in a way that focuses on the individual board member and board of directors collectively, positioning the company for continued success.

The novel coronavirus (COVID-19) pandemic has triggered global uncertainty and economic disruption that will undoubtedly have significant lasting effects in the United States and the world. The World Health Organization (2020) declared the COVID-19 outbreak as a global emergency on January 30, 2020. In response to COVID-19, extreme measures have been taken (e.g., stay home orders, modified service capacity limits for certain industries), which have significantly impacted organizations and individuals alike. Studies have shown that the public

health emergency caused by COVID-19 poses a challenge to resilience and has caused fear, panic, stress, and worry (Samantaray et al., 2020; Wang et al., 2020). These times of unprecedented uncertainty, anxiety, stress, and the overwhelming need to adapt to the new normal will test the resiliency of organizations and individuals. The impetus for this study is grounded in this uncertainty and the impact that one's response to it may have on individual volunteer board members' future volunteer intentions. Stewardship Theory (Donaldson & Davis, 1989; 1991) will be used as the theoretical foundation for this research. This study intends to advance knowledge applicable to both theory and practice, which has been deemed as an important element of engaged scholarship (Van de Ven & Johnson, 2006).

Purpose of the Study

The purpose of this study is to investigate the relationship between individual board member resilience, volunteer board members' organizational commitment, and the impact of these variables on volunteer intention in not-for-profit board of directors in condominium associations. Furthermore, the study will investigate the moderating relationship that the perception of professionalization of the community association manager has on resilience and volunteer board member commitment. Community association managers are in a unique position to moderate this relationship through the interaction with the board of directors. Given a paucity of empirical research in the not-for-profit literature, particularly in the context of governance volunteerism and individual resilience, a clear opportunity exists to expand the body of knowledge.

A key concept in this research is individual resilience. Resilience has its roots in developmental psychology and is broadly defined as the psychological capacity to adapt and cope with adversity (Masten et. al, 1990). Conceptualizations of resilience have varied

depending on the purpose of the research, in turn expanding its contextual meaning. Researchers have focused on different facets of resilience among individuals (e.g., trait resilience, psychological resilience, ego resilience, career resilience) and organizations (Block & Block, 1980; Block & Kremen, 1996; Bolton, 2004; Waugh et. al, 2008; Zautra et al. 2010). There is, however, a general consensus among scholars that resilience is a capacity that reflects in behavior, deals with change, and relates to overcoming some unwanted situation (Paul & Garg, 2012).

The investigation of resilience at the individual level is supported by the literature (Meng et. al, 2019; Paul & Garg, 2014) and warranted for this study. First, the outcomes measured in this investigation are exhibited at the individual level. In addition, individual resilience measures include behavioral and attitudinal dimensions when predicting overall resilience. Understanding resilient individuals provides a starting point in defining resiliency in organizations given that collectively, individual members of the organization reinforce a firm's capacity for resilience (Legnick-Hall, Beck & Legnick-Hall, 2011; Morgeson & Hofmann, 1999).

The responsibility of governance in not-for-profits (NFPs) in the United States rests solely with the board of directors. These governance boards are comprised of individuals who volunteer their time to serve on behalf of the organization. This study will focus on individuals in this governance setting, specifically in one type of Common Interest Realty Association (CIRA)—condominium associations. The literature has identified CIRAs as both nonprofit organizations (NPOs) (Heath, 1981; McKenzie, 2003; McCabe, 2011; Davidson, 2004) and NFPs (Gomberg & Tanenbaum, 1989), with the main difference being how they are identified by the Internal Revenue Service (IRS). NPOs are exempt from federal income tax under subsection 501(c) of the IRS tax code because the overall objective of the organization is to provide a public

benefit. Similar to an NPO, NFPs are not created to earn a profit for its owners and provide a benefit to their members. However, certain revenue is fully taxable by the IRS. Following the research undertaken by Gomberg & Tanenbaum (1989), CIRAs will be considered as NFPs for this study.

The trend towards communal living with privately held amenities and community services can be traced back to a period after World War II (Dilger, 1991; 1992). Since then, the number and power of CIRA's has grown significantly. Quantification of specific community association data are limited. However, the most recent (2018) National and State Statistical review published by the leading organization on community association research in the United States—Community Association Institute (CAI, 2018)—estimates the number of community associations to be between 346,000 and 348,000 in 2018, with approximately 73.5 million residents living in a community association, an increase from the 66.7 million reported in 2014. CAI (2018) further reports that in Florida alone, there were a total of 48,000 associations, consisting of 9,753,000 residents in associations by the end of 2018.

Nationally, CAI (2018) estimates that 22-24% of the U.S. population lives in CIRA's, with volunteer board members and committee members providing an estimated 80,500,000 volunteer hours annually. The same report further estimates that this volunteer time for community associations in the U.S. to be worth \$1.98 billion. There are currently 7,000—8,000 community association management firms employing 50,000–55,000 community association managers. CIRAs collect \$90 billion in assessments from members, with property valuation in excess of \$5.88 trillion. In essence, volunteer members of the board are at the helm of organizations contributing millions of dollars to the U.S. national economy yearly.

Volunteer board members are essential in governance of NFPs (Wright & Millesen, 2008). Although the legal standard to which each individual volunteer board member is held varies by state, one thing remains constant: all volunteer board members are charged with the fiduciary duty to act in the best interest of the organization; ensuring proper fiscal, managerial, and operational actions are consistent with the overall goals and objectives of the organization they serve (Leifer & Glomb, 1997). As a result, NFP board members are not immune to external organizational challenges commonly seen in the public arena. In fact, these challenges are compounded by the difference in fiduciary obligations. NFP board of directors are not charged with maximizing shareholder wealth like their counter parts in the private sector, rather, they are guided by a different fiduciary principle, one that is both legal and moral (Carver, 1997; Miller, 2002). Volunteer board members are charged with upholding the trust of the public (residents), with the expectation that the organization remain true to the purpose for which it was established (Smith, 1994).

Many of these community association NFPs engage the services of management firms to assist the board of directors with the overall administration and operation of the organization and residential community. Management firms find themselves uniquely positioned through the principal-agent relationship to tailor their services in such a way that will position the organization for long-term success. CAI (2018) reports that an estimated 60% to 70% of community associations engage the services of management professionals to provide core services for the board of directors and the community association. The breadth and value of services provided by management firms and their relationship to the role of volunteer board members poses interesting questions about professionalization of each actor, which this study proposes to investigate.

Statement of the Problem

Individuals and organizations are navigating the unprecedented turbulent nature of the current environment in which they live and work, including the recent pandemic (COVID-19). As a result, organizations and individuals alike are coping with uncertainty and change. Volunteer board members of NFPs are not immune to such challenges. CAI estimates that there are 2.5 million volunteer board members serving their communities in the US (2018). Individual board member resilience during these extraordinary times may play a critical role in determining how they lead their organization through this period of uncertainty and change as well as the overall commitment to the organization and volunteer intention.

Volunteerism is an important cornerstone of nonprofit engagement and represents a participatory ethos (Hall, 2006). Although volunteers fulfill a variety of roles in NFPs, their efforts can be viewed under two broad categories: *direct service volunteers* who fulfill delivery of services, activities, or programs; and *governance volunteers* who make strategic decisions for the organization. Governance volunteers are also legally responsible for all the decisions and activities of the organization (Inglis & Cleave, 2006). Boris and Steuerle (2006) posit that professionalization in the nonprofit sector may have implications for volunteerism and participation at the governance level.

The relationship between individual resilience and organizational commitment (OC) has been established in the literature (Paul & Garg, 2012; Shin et al, 2012; Youseff & Luthans, 2007). This literature sets the scene for the current study, which investigates individual board member resilience, OC, and the impact on overall volunteer intention. Investigating these relationships is especially vital during a time of crisis such as that caused by the COVID-19 virus and the catastrophic impact on the US economy. These simultaneous stressors heighten the level

of uncertainty at the individual and organizational levels. Theoretically, resilient individuals have high levels of the five essential characteristics posited by Wagnild and Young (1990), which in turn strengthen the level of commitment to the organization. OC is viewed as one of the important attitudes contributing to linking or binding an individual to the organization itself (Meyer & Allen, 1997). One of the reasons for the popularity of studying OC is its applicability to a variety of desirable outcomes in an assortment of organizational contexts (Preston & Brown, 2004; Wright & Millesen, 2008; Cha, Cichy, & Kim, 2011). Volunteer intention, studied here, is such an outcome.

Community association managers (CAMs) are uniquely positioned to have an impact on the individual resiliency of board members due to the interaction and relationship that is inherent with the management process. This relationship between such parties can be viewed through the principal-agent framework. Jensen and Meckling (1976) defined the principal agent relationship as “a contract under which one or more persons (the principal[s]) engage another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the agent” (p. 308). This principal-agent relationship—board of directors (principal) and CAM (agent)—is at the center of NFP governance, providing practitioners an opportunity to leverage this important role.

The extant resilience literature posits that learning and growing in the face of uncertainty and adversity is facilitated by relationships with others (Stephens et. al, 2013). Flach (1997) suggests that the ability to connect and interact with others is important for resilience. Given the complexities around the administration of not-for-profit community associations, many boards (principals) have decided to hire professional management companies to act as agents and service their needs. In other words, many NFP’s in the U.S. have decided to “professionalize”

and rely on paid staff in management to ensure that their missions and objectives are met (Hwang & Powell, 2009).

The investigation into this phenomenon of individual board member resiliency and its impact on overall volunteer intention will be actioned through the following research questions.

Research Questions

Specifically, the study addresses the following research questions:

1. In what way does an individual board member’s resilience impact board member commitment in condominium associations?
2. How does perception of professionalization of the community association manager (CAM) moderate the relationship between individual board member resilience and board member commitment?
3. To what degree does board member commitment influence a board member’s intention to continue serve on the board of directors of a condominium association?

The above research questions and the corresponding constructs for this study are depicted in the theoretical model offered in Figure 1.

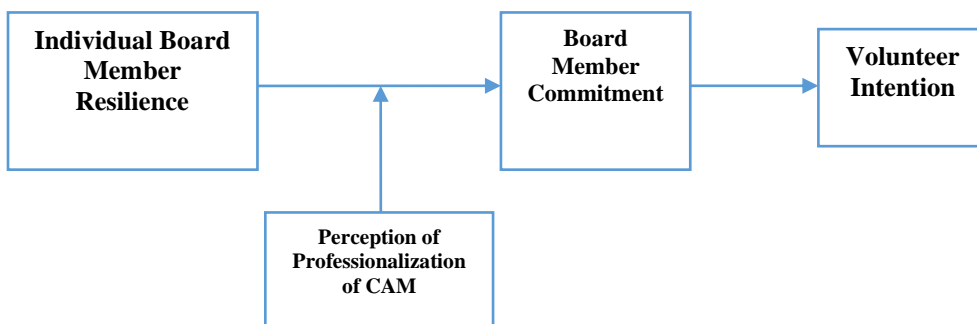


Figure 1. Theoretical Model

Addressing these research questions will provide new knowledge to practitioners and researchers on the moderating relationship that professionalization has on individual board member resilience and board member commitment, and how that may ultimately affect overall volunteer intention in not-for-profit board of directors.

Contributions of the Study

The turbulent environment currently facing individuals and organizations is palpable. Despite the substantial attention to resilience in areas such as human resource management, organizational behavior, and sports management (Decano, Varela, & Cook, 2015; Paul & Garg 2014), and a growing demand for resilience research in the workplace as found in psychological capital or PsyCap (Luthans, 2002; Luthans et al, 2015); to date the literature is scarce within the property management and volunteerism context that this dissertation will investigate.

This study seeks to broaden the extant literature and body of knowledge in the not-for-profit and resilience domains, rooted in stewardship theory (Davis et. al, 1997; Donaldson & Davis, 1989, 1991). Stewardship theory is applicable for this study given the relationship that is inherent between the board of directors and the community association manager along with the collaboration needed for the achievement of organizational objectives. This new knowledge will provide business leaders a guide which empirically identifies the impact that managers within community association management companies have on board of directors through professionalization. Findings may provide an avenue for these managers to proactively direct the client relationship in a way that will lead to higher profitability and growth.

Organization of the Study

This dissertation is organized into five chapters. Chapter One introduces the purpose, significance, and relevance of the study. Chapter Two, presents a review of the literature, focusing on the applicable theory and constructs in the study, namely individual resilience, professionalization, organizational commitment, and volunteer intention. Chapter Three describes the methodology to be used in the study to collect and analyze data. Chapter Four will present the results of the data analysis. In closing, Chapter Five will discuss findings, their implications for future practice, limitations of the study, and areas for additional research and conclusion.

CHAPTER 2: LITERATURE REVIEW

This chapter provides a review of the literature in four major sections. The first section of the chapter will provide an overview of CIRAs as nonprofit organizations. The second section will provide a detailed review and synthesis of the theory that is rooted in this dissertation: Stewardship Theory. The third section will provide a detailed review of the constructs being investigated in this study. Building from the prior sections, the chapter closes with a recap of the research questions and the development of hypotheses, which integrate stewardship theory contextually to predict volunteer intention.

Overview

The literature and body of knowledge on CIRAs is limited. The lack of scholarly attention maybe attributable to a CIRA's confusing legal and economic status, one which does not fit the traditional molds of business (Nelson, 2011). In fact, there is not a general agreement as to what constitutes a common interest community (Gibson & Lombard 2005). CIRAs are modeled after business corporations—traditional shareholders are now unit owners. Nelson (2011) posits that business researchers find it difficult to grasp a private corporation tied to commonly shared land area, making it look like public goods, traditionally falling under government legal domain.

Home ownership in the United States, historically, has been an individualistic endeavor. It wasn't until the first half of the twentieth century that a shift in mentality regarding home ownership became evident. Toll (1969) posits that the solution to the special challenges faced by residential properties (i.e., providing a neighborhood with common services that required full or significant majority consent) was found in New York City in 1916 with zoning. Toll (1969) further reports that zoning employed coercive powers of government that facilitated the reshuffling of property rights, leaving some individually held and others subject to neighborhood control.

The redistribution of property rights was legally suspect until the Supreme Court provided its approval in the landmark 1926 case (*Euclid v Ambler Realty*, 272 U.S.365 [1926]). In short, from the 1920s to the 1960s, municipal zoning paved the way for an informal system of collective property rights based on a privatized system of government (Nelson, 1977; Fischel, 1985). The significant increase in CIRAs since the 1970's has made suburban governance common place.

Common Interest Realty Associations as Nonprofit Organizations

CIRAs have been the predominant form of new housing developments in the nation's fastest growing cities. Over the past 45 years, the influx of these organizations, consisting of over 344,500 communities containing 70 million residents (CAI, 2018), has significantly changed the real estate landscape of the nation. CIRAs are a form of local government that offer services to its membership and began as "instruments of real estate law" to ensure that the common areas and amenities are maintained (Hyatt, 1985). These organizations have "self-governing power, substantial economic resources, a general high functioning population, and a

vast growing network of professionals offering services to this institutional client” (McKenzie, 2003, p. 204).

CIRAs consist of different types of planned communities: single family homes (HOA), condominiums, and cooperatives. McKenzie (2003) reported that looking at the CIRA landscape holistically, there are several shared characteristics worth mentioning:

1. *Common ownership*: Home buyers purchase the interest in a particular unit and another interest into the common areas and amenities of the organization.
2. *Private land use controls*: Buyers purchase their homes subject to restriction, rules, and regulations—known as covenants, conditions, and restrictions—augmented by corporate bylaws.
3. *Private Government*: Membership in the organization is mandatory. The association, usually a “nonprofit” corporation, is run by the members and governed by members of the community serving as volunteer board members. In addition, they engage the services of industry professionals (lawyers, CPAs, managers). Associations collect monthly assessments from its members and use the revenue to maintain the common elements and hire licensed professionals as needed.
4. *Master planning*: Most CIRAs have a predetermined population and lifestyle design decided in advance by the developer (p. 205).

The governance of CIRAs is undertaken by volunteer board members who make operational and leadership decisions on behalf of the organization without remuneration.

Governance of Common Interest Realty Associations

Given that the governance structures of both NPOs and NFPs are identified the same in the literature, we rely on nonprofit literature for guidance. The traditional view (and most

commonly accepted) of corporate governance, which traces back to Berle and Means (1932), is grounded in financial economics. However, when looking at governance through the lens of the nonprofit sector, it's not about profit maximization, but rather, carrying out the mission of the organization. In a CIRA, the parameters of the corporation are outlined in the governing documents and state law, depending on the state of incorporation. The association serves two main functions for the residents (shareholders). The first, is to provide the members of the community with the mandatory services needed to maintain the common elements of the community. The second, is to regulate the association through the powers bestowed on the board by the governing documents and applicable law. Similar to municipalities, the overall goal is to ensure that the needs of its members are met. The decisions to meet said needs are undertaken by the board of directors¹.

Governance is synonymous with the exercise of authority, direction, and control (Kashmiri & Brower, 2016). In a CIRA, the power necessary to ensure proper organizational and procedural integrity vests solely with the board of directors. The board of directors in a CIRA are an elected group of directors serving as unpaid volunteers (McKenzie, 2003). The members of the board are typically elected by and from the residents of the community. Board composition, terms, and procedures for elections are set forth in the governing documents of the association or in applicable state law. The board is charged with the fiduciary duty to ensure that the association is operating efficiently and optimally. Moreover, the power to enforce the

¹ The researcher is a licensed practitioner by the Division of Business and Professional Regulation and Community Association Managers International Certification Board with over twenty years of experience; during which he has acquired the tacit knowledge in the governance and administration of community associations. CIRA's are governed by a volunteer board of directors charged with the fiduciary duty to govern the not-for-profit corporation. Condominium Associations in Florida are governed by Florida Statute 718, Florida Statute 617, and the Florida Administrative Code.

governing documents, maintain the common property, all while being fiscally responsible lies solely with the board of directors (Davidson, 2004).

Participation in Nonprofit Governance

In order to understand why individuals take on leadership and governance volunteer roles in NPOs, an overview of the factors motivating individuals to volunteer in general is needed. Studies have shown that individuals volunteer out of a sense of duty or commitment to a public good or an organizational mission (Starnes & Wymer, 2001; Wymer et al., 1997). Moreover, research further posits that individuals volunteer because they have been asked by others to get involved (Freeman, 1997), or because of the need for recognition for their good deeds (Smith, 1994).

Commitment to the overall organizational mission is also a driver for individuals to volunteer. The individual's perception of the importance of the mission, self-pride in work quality, and overall value and respect received from the organization will influence the overall desire and interest to volunteer (Boezeman & Ellemers, 2007). Clary et al. (1998) propose that individuals ultimately make the decision to volunteer for six reasons: (1) to express their personal values and beliefs about an issue; (2) to use their own skills and knowledge to create new learning experiences; (3) to start or advance a career; (4) to engage in activities with their friends and to enhance self-worth through those experiences; (5) to eliminate negativity; and (6) to focus on enhancing their personal ego.

The literature is abundant with studies investigating volunteerism and leadership in a nonprofit setting. However, when viewing the literature through the lens of individual board member participation, studies are scarce (Miller-Stevens & Ward, 2019). Individuals who decide to volunteer for the board of directors inherit a leadership role within the organization.

Leadership roles in an organization, regardless of the sector come with enormous responsibility and commitment. Volunteer board members may not envision their leadership in the traditional form but participating in a governance role situated at the top of the organizational chart is leadership nonetheless (Miller-Stevens & Ward, 2019).

Theoretical Models of Governance

In line with their counter parts, for-profit organizations, most NPOs are characterized by separation of ownership and control. Historically, the investigation into the complexities around monitoring and management control have been viewed through the theoretical lens of corporate governance and grounded in agency theory (Jensen & Meckling, 1976). The central theme of agency theory is the understanding and balance of conflicting interests among owners and managers, in which the managers make decisions and administer the owners' assets, sometimes based on the managers' own self-interests to the detriment of ownership (Fama, 1980; Fama & Jensen, 1983a; 1983b). An alternative theory explaining the relationship between an organization's management and the owners is stewardship theory (Davis et al., 1997). Stewardship theory emanates out of agency theory and takes a positivist position on the actions of the steward (manager) in the principal agent relationship.

Agency Theory

Berle and Means (1932) proclaimed to the world that managers of big corporations were powerful and their shareholders (i.e., owners) powerless. Researchers are still trying to explain the survival of organizations and the constant complexities faced between management and shareholders. Agency theory attempts to explain the relationship between principal/agent from a behavioral and structural perspective. The principal engages another person (agent) to perform

some service on their behalf, which involves delegating decision authority to the agent (Jensen & Meckling, 1976). Jensen & Meckling, (1976) attribute the constant tug-a-war between the “stockholders and managers of a corporation” as a pure agency problem attributing to the issues associated with “separation of ownership and control” (p. 309).

Agency theory suggests that given the opportunity, agents will act in a self-interested manner, conflicting with overall interest of the principal (Jensen & Meckling, 1976; Eisenhardt, 1989). In order to combat the self-interest of the agent, the principal will implement mechanisms to curb and pro-actively reduce the opportunistic behavior and align both parties on objective and organizational goals (Fama & Jensen, 1983b).

The desired outcome of agency theory is profit maximization for the shareholders. As a result, there is an inherent goal conflict between the principal and the agent, as both parties in the relationship are working to maximize their utility; it is reasonable to assume that the agent will act in its own interest (Jensen & Meckling, 1976). The outcome of this principal/agent conflict is quantified through agency costs. Jensen & Meckling (1976) define agency costs as the sum of the monitoring costs, bonding costs, and residual loss (pg. 308-309). Monitoring costs are expenses incurred due to the need to constrain agent activities. Bonding costs are expenses incurred by the agent in the attempt to convince the principal of her commitment to the organization. Quantifying the loss for the principal in comparison to utility alignment, is called the residual loss. Principals attempt to minimize these agency costs by monitoring and incentives (Davis et al., 1997; Tosi et al. 2003).

The underlying assumption of agency theory is based on the notion that individuals will seek the highest utility possible for their own gain. In the principal-agent relationship, an agent is hired to maximize the utility of the principal (Ross, 1973). However, agency theory assumes

the agent will act opportunistic and self-serving. Agency theory is useful in explaining relationships where the interests of the principal and agent are at odds and can be addressed through proper monitoring and compensation.

Despite agency theory being the dominant theoretical framework used to investigate most governance phenomena, researchers have suggested theoretical limits to agency theory and have proposed a more positivist approach. In particular, the assumptions made in agency theory about individualistic utility motivations resulting in divergence in priorities among principal-agent is not applicable for all scenarios have been questioned (Davis et al., 1997). Although, agency theory addresses the interest divergence, an additional theory is needed to explain the alignment of the principal and the agent. This alternative theory of management in the governance domain is stewardship theory (Davis, 1989; 1991; Davis et al., 1997), which provides the positivist view of governance that this study is grounded.

Stewardship Theory

Stewardship theory has its roots in psychology and sociology. Donaldson and Davis (1989; 1991) set the tone for the theoretical application by reporting that this theory was created for the study of phenomena in which management executives' act as stewards and are compelled to act in the best interests of the principal. The principal/agent relationship, which is inherent between the CAM and the volunteer board members of the NPO, is an environment applicable for this theory. Moreover, the literature is limited with the theoretical application in this context.

In line with organizations in the public sector, NPOs are characterized by separation of ownership and control. There is a clear distinction between managers who make the daily decisions and the volunteer board of directors. This relationship between such parties can be viewed through the principal-agent framework and is centered on trust. Viewing these

phenomena through the theoretical lens of stewardship theory, the behavior of the CAM (steward) is collective, in that they work to attain and fulfill the objectives of the organization and the board of directors.

Organizational success can be measured by how well stakeholders' relationships are managed in NPOs. There is no bigger stakeholder in a CIRA than the board of directors. Like agency theory, the relationship between principal and agent can be viewed from a behavioral and structural perspective. Theory posits that the stewards (CAM) will value the relationship from a social perspective, hence modifying the behavior in a way that is aligned with the objectives of the organization (Davis et al., 1997; Zahra et al., 2008). This alignment of organizational objectives is fostered by the quality of the relationship between parties (Davis et al., 1997).

Organizational governance in CIRAs is the sole responsibility of the volunteer members of the board. In this setting, the assumption is that the principal and the agent have established a relationship based on collaboration and trust (Bernstein et al., 2016). Stewardship theory can be viewed in two ways (Van Puyvelde et al., 2013): (1) the agent will act in the best interest of the principal regardless if there is disparity of interests, because the end result will lead to higher outcomes of achievement, affiliation and self-actualization (Davis, et al., 1997); (2) that there is a perfect alignment in vision and goals among principal and agent (Sundaramurthy and Lewis, 2003). From a governance perspective, both provide a compatibility of aligned goals among CAM and board of directors in a CIRA.

At the very heart of stewardship theory is the assumption that the principal-steward relationship is accomplished through free will and choice. The choice of stewardship behavior is affected by both psychological and situational factors (Davis et al., 1997). Behavioral decisions of the steward are guided by psychological factors such as intrinsic motivation, high

identification, and power (Davis et al., 1997; Zahra et al., 2008). Inherently, intrinsic motivation is natural for stewards and provides self-gratification; it's considered a psychological attribute to stewardship theory because steward managers are motivated by intangible, higher order needs that are gratifying to the steward manager (Davis et al., 1997; Lee & O'Neill, 2003). Individuals who align with the mission, vision, and objectives of the organization will have high levels of identification. As a result, they will feel a strong affiliation with the organization (Zahra et al., 2008). Power through the lens of stewardship theory refers to the interpersonal relationships that are developed over time and empower stewards (Davis et al., 1997). Psychological factors imbedded in stewardship theory ultimately facilitate the choice of stewardship.

In a traditional NPO, situational factors would include items such as the structure of the organization, culture, and management philosophy. CIRAs while considered an NPO and treated as such from a governance perspective in the literature, operate differently than a traditional NPO. In a CIRA, there is more of a collectivist approach. Theory suggests that involvement-oriented and collectivist cultures influence stewardship behavior (Davis et al., 1997). An involvement-oriented management philosophy is fluent in an environment where management teams are empowered and trusted to address challenges faced by the organization with little or no objection of the principal (Davis et al. 1997). In organizations in which there is a collectivism, as is the case for CIRAs, the goals of the collective take precedent over individualistic goals; clear emphasis is on identity and loyalty due to the social framework embedded in the organization (Davis et al., 1997; Sundaramurthy & Lewis, 2003). Organizational structures that promote the aforementioned situational factors and influence stewardship behaviors will enhance overall performance for the organization.

Unlike agency theory, where the underlying assumption is based on the economic model of man (Jensen & Meckling, 1976; Davis et al., 1997); the underlying assumption of stewardship theory is grounded in the humanistic model of man (Donaldson & Davis, 1991). This humanistic model of man assumes that individuals are motivated by higher order needs that need to be fulfilled (Davis et al. 1997). In a collectivist organization like a CIRA, the environment is fitting for stewardship behaviors to flourish, as can be seen in the theoretical model, and later operationalized in the research model. Theoretical application to the research questions in this study will be discussed further in the Hypothesis, Research Questions, and Research Model section.

Construct Overview

Resilience

Individuals are not immune to the trials and tribulations that impact their very existence. The recent effects of COVID-19 provide a daily reminder of said challenges. Volunteer members of the board have organizational pressures as well as personal factors to which they are not immune. Collectively, individuals are the true essence of their respective organizations, regardless of the sector. The extant literature has established that the investigation into individual resilience provides insight into the overall resiliency of an organization, given, that actions and interactions among members provides a summation of an organization's collective capacity for resilience (Legnick-Hall et al., 2011).

Resilience has its roots in psychology and is defined differently depending on the context. Some researchers define resilience as flexibility in response to uncertainty and the ability to bounce back from negative emotional experiences (Luthans, 2002). Others have defined resilience as “as the personal qualities that enable one to thrive in the face of adversity” or “as a

measure of successful stress-coping ability” (Vaishnavi, Connor & Davidson, 2007, p. 293). This study adopts the Luthans and Youseff (2004) definition of resilience as “the capacity to bounce back from adversity, uncertainty, failure, or even positive but seemingly overwhelming changes such as increased responsibility” (p.18).

Organizational scholars’ report that resilient individuals are able to flourish regardless of the trials and tribulations faced. In fact, they often find themselves rebounding back to higher levels of fulfillment and have a newfound meaning and value to live for (Luthans & Youseff, 2004). Early research on resilience (e.g., Block, 1961), focused on the role that genetics played. Researchers often raised the argument that individuals were either born resilient or not (Coutu, 2002). Recent empirical works positions resilience in individuals as a state and can be learned rather than a trait that is inherited (Coutu, 2002).

In initial research, resilience was identified as a rare personality trait in individuals related to adaptability and coping (Block, 1961). More recent conceptualization of resilience is grounded in the research of schizophrenic mothers and their children conducted in the 1970’s (Garmezy, 1971, 1974; Masten et al., 1990). In those studies, clinical researchers discovered that some of the children had difficulty overcoming the trauma and adversity which impacted them throughout their lives. However, a significant number of others persevered and were able to overcome their devastating childhoods and lived healthy and productive lives. Researchers who have investigated resilience in different contexts, populations, and outcome variables, have determined that resilience is not a rare phenomenon (Garmezy, 1971; Luthar, 1991).

How do individuals enhance or elevate their capacity for resilience? Extensive clinical research has been undertaken to provide insight and guidance in an attempt to answer that question. Researchers have established that an individual’s capacity for resilience is influenced

by both external (contextual) and internal (psychological) characteristics and that that resilience is dynamic developmental process (Luthar at al., 2000).

Wagnild and Young (1990) posit that there are five themes that identify resilience: (a) “Equanimity”—meaningfulness of life or the realization that life has purpose and the recognition that there is something for which to live; (b) “Perseverance”— the act of persistence despite adversity or discouragement; (c) “Self-reliance”— belief in oneself with a clear understanding of one’s capabilities and limitations; (d) “Meaningfulness”—the realization that life has purpose as does the contributions one makes. Major events initially viewed as negative can be transformed into opportunities for personal growth; and (e) “Existential aloneness”— the realization that each person is unique and that while some experiences can be shared, others must be faced alone (p. 253-254). The personal characteristics leading to healthy outcomes after a stressful situation determine the resilience process (Zautra et al., 2010).

Resilience: Different from Hope, Optimism, and Self-Efficacy

While organizational scholarship literature has associated resilience with other positive concepts such as hope, optimism and self-efficacy, an overview of the differentiation among them is warranted. As previously defined, resilience is the capacity to bounce back from adversity, uncertainty, failure, or even positive but seemingly overwhelming changes such as increased responsibility (Luthans & Youseff, 2004). Hope is defined in the positive psychology literature as willpower (positive outlook and specific goals) and way power (staying the course through alternative means despite the challenges that maybe faced) that individuals have toward achieving their objectives (Snyder et al., 1991).

The necessary components of hope are the sums of the dedicated effort to succeed, the various alternative pathways to achieve success and reaching the predetermined goal (Snyder et

al., 1991). There is similarity between resilience and hope in that flexibility is a common component of both, specifically in the way power (pathways) dimension of hope (Luthans et al., 2006). However, the key differentiator lies in the fact that neither component of hope requires an event so disruptive that it triggers the resilience process (Bonanno, 2004).

Optimism is defined as a generalized understanding and expectancy that one will have good outcomes in life, which in turn fuels a persistence to goal-striving (Scheier & Carver, 1985). Similar to hope, optimism does not require a trigger event (adversity) as does resilience.

Bandura (1997) defines self-efficacy as the belief that an individual has to successfully complete or perform a specific task. Some positive psychology constructs are conduits to resilience, such is the case with efficacy. However, while there may be a relationship among the two constructs, there is a clear differentiation. In simple terms, self-efficacy is what drives an individual to accomplish a specific task or objective, resilience however, is what ensures that the individual continues to try after failing (Bandura, 1997; Wagnild & Young, 1990).

Organizational Commitment

Considerable attention has been given to organizational commitment (OC) research, specifically at the practitioner level (Mowday et al., 1982; Bang et al, 2013; Preston & Brown, 2004). The impetus behind the interest on the impacts of OC in the workplace is grounded in assumptions that higher levels of commitment among employees leads to a wide range of positive organizational outcomes (Stephens et al., 2004; Preston & Brown, 2004). The literature has conceptualized commitment in terms of behavioral patterns, intentions, motivations, or attitudes (Goulet & Frank, 2002).

The majority of OC empirical studies are in the context of paid employees and positive work outcomes (Meyer et al., 2002). Viewing it through the lens of volunteers, specifically, in

the case of governance volunteers, there is a fundamental difference in the reasons why a volunteer board member is committed to the organization. Pearce (1993) posits that volunteers are less likely to be impacted by coercive power because volunteers are not dependent on organizational rewards. Board members serving on the board of directors of condominium associations are volunteers and receive no monetary compensation from the organization. The dichotomy shown between governance volunteers and other volunteers studied in prior OC research (Hyde et al., 2016), suggests that governance volunteers are responsible for the strategic vision of the organization and are at the center of the governance of same (Inglis & Cleave, 2006).

Meyer and Allen (1991) view OC as a psychological state that “(a) characterizes the employee’s relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization” (p. 67). The psychological state between an individual and the organization is characterized by three components of OC: affective commitment (AC), normative commitment (NC), and continuance commitment (CC).

Affective commitment (AC) refers to an individual’s state of emotional attachment to, identification with, and involvement in the organization. Employees with a strong AC continue their employment with the organization because they want to (Meyer & Allen, 1991, p.67). From the nonprofit board members points of view, individuals who are affectively committed to the organization, may have an emotional attachment to the organization and might, therefore, desire to continue to serve on the board of directors.

Normative commitment (NC) is grounded in an individual’s feelings of obligation and loyalty to the organization they belong to or serve. In the case of nonprofit board members, said feelings of loyalty may result in the desire to continue serving on the board. Board members

whose primary reasons for remaining in their capacity is based on NC continue to serve because of their moral compass and general strong feelings of remaining with the organization that they currently serve (Meyer & Allen, 1991).

Continuance commitment (CC) refers to an individual's awareness of the costs associated with the decision to depart from the organization. Individuals whose primary link to the organization is based on CC remain with the organization because they need to do so or fear loss of benefits associated with remaining affiliated (Meyer & Allen, 1991, p.67). In the case of nonprofit board members, said costs could be loss of social relations with other members, loss of prestige, and the possibility of missing networking opportunities.

CC is excluded from this study given its applicability in the context of nonprofit board members. Specifically, studies have presented differences in the direction of the relationship between CC and behavioral outcomes. Despite the disagreement among scholars on CC, volunteers do not exhibit the same type of continuance commitment as do paid employees (Boezeman & Ellemers, 2007; Liao-Troth, 2001). Volunteer board members of nonprofit organizations serve without remuneration. As a result, their livelihood is highly unlikely to be directly linked to serving on the board of directors of a nonprofit organization. Stephens et. al, (2004a) posits that individuals who engage in volunteer service are likely to have other such opportunities and as a result CC on a specific board is not the same as that of a full-time paid employee. This is in line with the finding of Cuskelly (1995) who notes that intrinsic rewards received from volunteer work might not be strong enough to bind them to an organization.

Professionalization

The process of professionalization is based on the principle that the services and tasks being rendered are of special value to the recipient. Fundamental requirements of the

professionalization process are education, training, and experience; once these requirements are received (and sometimes licensed), they provide practitioners the reward of special status (Evetts, 2011). Having undergone the steps necessary to get licensed and acquire knowledge, creates an environment of trust. In essence, professionalization is the process of becoming qualified, which involves individuals showing expertise, providing superior services, and skillfully executing all tasks (Dobrai & Farkas, 2016, p.27).

As stewards to the board, CAMs are entrusted with the responsibility of counseling and guiding the board of directors in all matters related to the governance, operation, business administration, fiscal controls, and overall compliance with local, state, and federal laws. In the community association management sector, licensed CAMs are considered to be part of a profession. Echoing the definition of profession presented by Abadi et al. (2020): “A profession is regarded a specialized, knowledge-based and legally self-regulated occupation that renders its services to the public and society through a complex, reciprocal relationship based on competence, recognition and trust” (p. 92), reiterates the importance of the CAM.

CAMs play an instrumental role in ensuring that the board of directors are fulfilling their fiduciary duty and governance obligations. As a profession, CAMs must adhere to higher institutional standards that are set forth by professional associations. CAI is such an example of a professional association. Professional institutions are the gatekeeper of industry knowledge and standards of behavior (Altman, 2014). In essence, CAMs are subject matter experts that have the understanding and knowledge to assist the board of directors and act as the glue between owners, providing said expertise to assist in the governance process. Altman (2014) posits that professionalism mandates the use of knowledge to advocate for and solve pressing matters for the long term, all the while meeting the needs of the clients. This finding suggests

that CAMs must display a high level of professionalism which requires the use of knowledge in assisting the board achieve its objectives.

Professionalization has significant implications for overall volunteerism and participation (Hwang & Powell, 2009). Inherently, the CAM and the management company play an important role through the interactions with the board of directors, at the individual level and collectively. As a result, an investigation into the perceived professionalization of the CAM and its moderating relationship between individual board member resilience and board member commitment is justified.

Volunteer Intention

Various psychological relationships between an individual's attachment to their organization have been shown to predict a variety of organizational outcomes. OC has been determined as an impetus for an individual's volunteer activities (Bartel, 2001; Brockner et al., 2014). Such is the case with volunteer board members in CIRAs. Studies have shown that OC is a relevant construct which influences volunteers' outcomes (Stephens et al., 2004; Preston & Brown, 2004).

The literature has identified withdrawal behaviors in one of two ways: actual turnover behaviors or the individual's intention to leave the organization. Vandenberg and Nelson (1999) define turnover intention as "the individual's own estimated subjective decision that they are permanently leaving the organization at some point in the near future" (p.1315). Empirical studies have shown that employee turnover intention is the single most important predictor of actual turnover behaviors in organizations (Mitchell et al., 2001; Haque et al., 2019). The intention to depart the organization is the immediate precursor to leaving the organization.

Volunteer intention in this study refers to an individual board members intention to continue to serve in their capacity on the board.

Hypothesis, Research Questions, and Research Model

As previously discussed, the purpose of this research is to investigate the phenomena of individual board member resilience and its impact on overall volunteer intention for the board of directors of not-for profit-corporations. Against the backdrop of the uncertainty and global economic disruption caused by the COVID-19 pandemic, an opportunity exists to investigate this phenomenon.

Returning to the research questions, this study seeks to answer the following:

1. In what way does an individual board member's resilience impact board member commitment in condominium associations?
2. How does perception of professionalization of the community association manager (CAM) moderate the relationship between individual board member resiliency and board member commitment?
3. To what degree does board member commitment influence a board member's intention to continue to serve on the board of directors of a condominium association?

Resilient individuals are able to overcome challenges. Luthans, Youseff, and Avolio (2007) posit that resilient people are able to take on new challenges and enhance relationships. The sense of exploring these new experiences motivates individuals to build social relationships in the workplace and to engage in new activities outside of their daily routine (Tugade et al., 2004). Resilient individuals tend to experience positive emotions even in the midst of difficult situations (Paul et al., 2016). The literature suggests positive emotions are linked to positive outcomes in the workplace (Fredriksson, 2001). Given the lack of empirical studies

investigating this phenomenon in the context of NFP's, positive outcomes will be measured similarly through volunteer intention. Therefore, I hypothesize that individual resilience will be positively related to volunteer intention:

H1. Individual board member resilience will positively impact volunteer intention.

As previously discussed, the extant literature has established the relationship between resilience and organizational commitment (Paul & Garg, 2012; Shin et al, 2012; Youseff & Luthans, 2007). Resilience has been shown to be a significant predictor of organizational outcomes. Moreover, individual resilience has been positively related to both affective (AC) and normative commitment (NC) (Paul & Garg, 2012). Therefore, I hypothesize that individual board members with high resilience will have stronger board member commitment:

H2. Individual board member resilience will positively impact affective commitment of a board member in a condominium association.

H2a. Individual board member resilience will positively impact normative commitment of a board member in a condominium association.

As previously cited, NFP's in the U.S. have decided to "professionalize" and rely on paid management staff to ensure that their missions and objectives are met (Hwang & Powell, 2009). CAMs are instrumental in ensuring that the board of directors are able to carry out the objectives of the organization. As licensed professionals, CAMs cement the board of directors and the membership (condominium owners), providing the expertise needed to ensure that members of the board are fulfilling their fiduciary duties to the membership and the organization. Therefore, I hypothesize that the perception of professionalization of the CAM will moderate the relationship between resilience and organizational commitment:

H3. The perception of professionalization of the community association manager will moderate the relationship between individual board member resilience and affective commitment of a board member in a condominium association.

H3a. The perception of professionalization of the community association manager will moderate the relationship between individual board member resilience and normative commitment of a board member in a condominium association.

OC has been shown to predict organizational outcomes. In fact, both AC and NC have been established as relevant correlates of perceived volunteer participation among volunteer board of directors in nonprofits (Dawley et al., 2005; Cha et al., 2011). Therefore, I hypothesize that a level of a board member's OC will influence their future volunteer intention:

H4. Board member's affective commitment positively influences their intention to continue to serve on the board of directors of a condominium association.

H4a. Board member's normative commitment positively influences their intention to continue to serve on the board of directors of a condominium association.

The extant literature posits that investigations into individual resilience is viable for measuring organizational outcomes. This study will investigate the relationship between individual board member resilience and volunteer intention, both measured at the individual level. The existing literature establishes strong evidence that experiences of difficult situations or negative events or stressors in the workplace ultimately lead to poor employee outcomes (Maslach, Jackson, & Leiter, 2001). Therefore, I hypothesize that individual board member's resilience will have a positive relationship with volunteer intention as mediated by AC and NC.

H4b. The relationship between individual board member resilience and volunteer intention is mediated by affective commitment.

H4c. The relationship between individual board member resilience and volunteer intention is mediated by normative commitment.

The research model showing the hypothesis and construct relationships that will be used for this study is depicted in Figure 2.

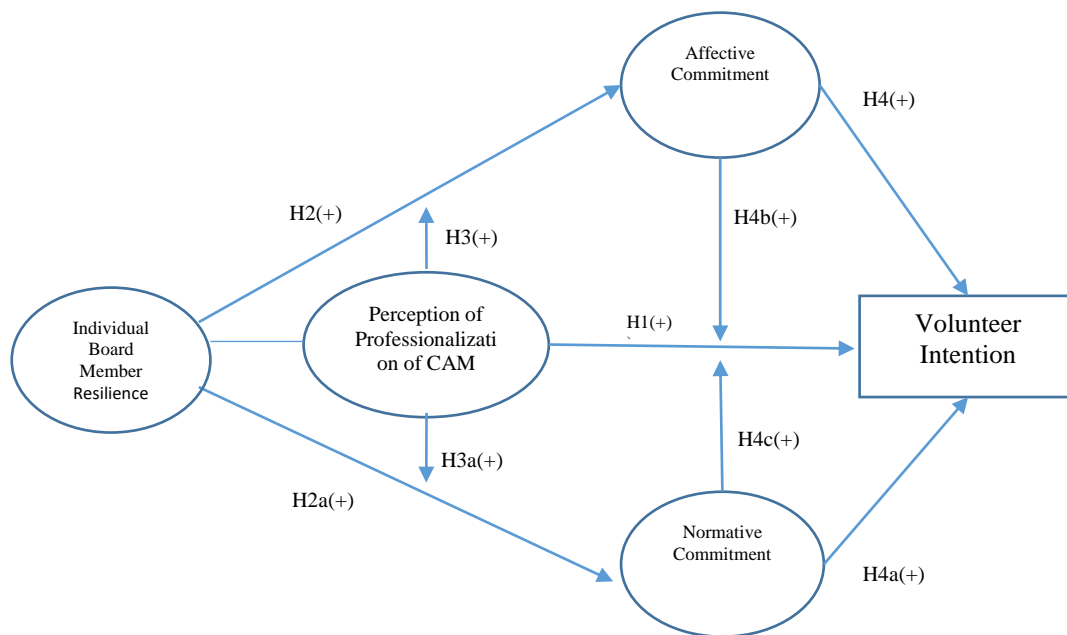


Figure 2: Research Model and Hypothesis

CHAPTER 3: METHODOLOGY

This chapter details the design and methodology utilized for this research study via six sections. The first section provides an overview of the research design. The next section addresses the study population, sample composition, and data collection method for the study. The sample size determination is discussed in the third section. The fourth section details the scales being used to measure each construct in the study. The fifth section addresses the analytical methods that were undertaken. Lastly, issues concerning common methods bias are addressed.

Research Design

This study utilized a cross-sectional research design (Oslen & George, 2004). Specifically, it included a quantitative study to further understand the impact that individual board member resilience has on volunteer intention. The primary research instrument used for the study was a survey administered through Qualtrics.

Study Population, Sample Composition, and Data Collection

The population of interest for this study is individual board members of condominium associations in the State of Florida. Given the lack of contact information available for board members, a snowball sampling (Goodman, 1961) method was undertaken. Snowball ball sampling is applicable for this study given the difficulty of accessing board members directly; in

essence the board members represent a hidden population difficult to access (Heckathorn, 1997; 2002). No central registry accessible to the public exists to identify current board members of condominium associations in Florida, thereby establishing this group as a hidden population. To reach the hidden population of board members, registered CAM's were selected from the Division of Business and Professional Regulation in addition to registered professionals of CAI. These members were provided background on the research and were asked to push the research instrument to all individual board members of condominium associations under their care via an email that included a direct link to the online survey.

Using this snowball sampling method, the survey was administered to a sample of board members currently serving on a board of directors in a condominium association in Florida. Qualtrics, an online survey platform, was used to administer the survey to participants. Data collected through this medium has been established to be effective in generating sufficient responses in a timely manner (Frippiat & Marquis, 2010). All participants were provided a direct link to the electronic survey (see Appendix).

Sample Size

Determination of the adequate sample size is influenced by numerous factors, including but not limited to, the complexity of the research model, statistical power, and the method of statistical analysis (Hair, Hult, Ringle, & Sarstedt, 2017). The first consideration is the complexity of the research model, the more constructs included in the research model the larger the sample needed to achieve robust results and corresponding conclusions. The literature proposes researchers acquire five times as many observations as the number of variables in the research study (Hair et al, 2010).

The next consideration is statistical power (Cohen, 1988; 1992), which tests the probability of avoiding type II errors, or false negatives. Literature has established that research studies be constructed to attain a power level of 80% at the desired significance level (Cohen, 1992; Hair, Ringle, & Sarstedt, 2011).

Scrubbing of the data, or the removal of incomplete responses, missing data, or not being a qualified respondent, should also be considered when estimating the sample frame and desired sample size (Hair, Hult, Ringle, & Sarstedt, 2017).

The last consideration is the method of analysis that will be undertaken for the study. The present research deployed partial least square structural equation modeling (PLS-SEM). PLS-SEM produces reliable results regardless of the sample size (Hair et al., 2010). Guidelines for PLS-SEM suggest that a sample be larger than ten times the numbers of formative items measuring one construct, or ten times the greatest number of structural paths leading into any latent construct (Hair et al., 2010; Kock & Hadaya, 2016).

The intent of this research was to investigate individual board member resilience and its effect on volunteer intention in not-for-profit board of directors. Given the research model presented in Figure 2, the minimum sample size needed for this research is 113. This sample size was determined using Cohen (1992) (as cited in Hair, Hult, Ringle, & Sarstedt, 2017, p. 26) based on statistical power analyses of regression models, using four exogenous variables (i.e., individual board member resilience, perceived professionalization of CAM, affective commitment, and normative commitment) and one endogenous latent variable (i.e., volunteer intention), a statistical power of 80%, a .05 significance level, and a minimum R-squared of .10. The sample size also exceeds the more conservative ratio of ten observations for each

independent variable which is optimal for this study (Miller & Kuncce, 1973; Halinski & Feldt, 1970; Bartlett, Kotrlik, & Higgins, 2001).

Measures

Multi-item measures were used for all constructs in this research study. Measuring each construct with multiple items increases reliability and decreases the chance of measurement error (Churchill, 1979). The scales used for this study consisted of previously validated scales from the extant literature and are adapted when necessary for the context of this study. Five-point Likert scales are used to measure all constructs. See Table 1 below for a summary of all constructs, scales, and scale items.

To measure the construct of individual board member resilience, I used the Resilience Scale (RS-14) (Wagnild, 2009), which is a modified version of the original RS-25 scale (Wagnild & Young, 1993). Studies have shown that the scale's psychometric evaluation support the internal consistency, reliability, and validity of both the original and modified RS scales (Wagnild & Young, 1993). Moreover, in a review of resilience measuring instruments, results determined that the RS scale has been used and validated with samples of all ages and ethnic groups (Ahern et. al, 2006), making it appropriate for this study.

To measure affective commitment (AC) and normative commitment (NC), I used the three-component model (TCM) of commitment (Meyer & Allen, 1997). The original scale (Allen & Meyer, 1990; Meyer & Allen, 1993) has gone through various modifications. The usage of the most recent version of the Meyer and Allen (1997) scale is applicable for measuring board member commitment as substantiated by its use in the non-profit literature (Preston & Brown, 2004; Stephens et. al, 2004; Cha et. al, 2011). The instrument will measure the affective and normative forms of commitment via 12 items, six items each for each dimension. As will all

scales in this research, a five-point Likert scale will be used with anchors of 1 (strongly disagree) to 5 (strongly agree).

The availability of a pre-validated instrument to measure the perception of professionalization for the community association management industry is not available, therefore, perception of professionalization was measured using an adapted version of the SERVQUAL instrument (Parasuraman et al., 1988; Parasuraman et al., 1991). SERVQUAL will be modified based on previous scale modification used in research to measure customer perceptions of accounting services (Groff et al., 2015). To create the scale for this research, the highest loading items contextually applicable from the rotated factor matrix in the Groff et al. (2015) research was used (p.759-70). These modifications result in a total of 6 items to measure perception of professionalization using a five-point Likert scale anchored by 1 (strongly disagree) to 5 (strongly agree).

Volunteer intention was measured using 2 items: “How likely are you to continue to serve as volunteer board member at your condominium association?” and “I intend to run again for the board of directors when my term is up”. The five-point Likert scale will be anchored by 1 (extremely unlikely) to 5 (extremely likely).

Table 1.
Measures and Items

Individual Board Member Resilience
1. I feel proud that I have accomplished things in life.
2. I usually take things in stride.
3. I am friends with myself.
4. I feel that I can handle many things at a time.
5. I am determined.
6. I can get through difficult times because I’ve experienced difficulty before.
7. I have self-discipline.
8. I usually manage one way or another.

9. I keep interested in things.
10. I can usually find something to laugh about.
11. My belief in myself gets me through hard times.
12. In an emergency, I'm someone people can generally rely on.
13. My life has meaning.
14. When I'm in a difficult situation, I can usually find my way out of it.

**Items from Wagnild (2009) Resilience Scale (RS-14)*

Measured on a 5-point Likert scale 1 (strongly disagree) to 5 (strongly agree)

Organizational Commitment (Affective Commitment)

1. I would be very happy to spend many years on the board if it were allowed.
2. I really feel as if this board's problems are my own.
3. I feel like "part of the family" with my board of directors.
4. I feel "emotionally attached" to this board.
5. This board has a great deal of personal meaning to me.
6. I feel a strong sense of belonging to this board.

** Items adapted from Meyer & Allen (1997) Affective Commitment Scale*

Measured on a 5-point Likert scale 1 (strongly disagree) to 5 (strongly agree)

Organizational Commitment (Normative Commitment)

1. I do not feel any obligation to remain with the board. I
2. Even if it were to my advantage, I do not feel it would be right to leave the board now.
3. I would feel guilty if I left the board now.
4. This board deserves my loyalty.
5. I would not leave my position on the board right now because I have a sense of obligation to the people in it.
6. I owe a great deal to this board.

** Items adapted from Meyer & Allen (1997) Normative Commitment Scale*

Measured on a 5-point Likert scale 1 (strongly disagree) to 5 (strongly agree)

Perception of Professionalization

1. The Community Association Manager has a professional relationship with me as a member of the board of directors.
2. The Community Association Manager is well versed with all relevant and applicable legal statutes and ordinances for the administration of the association.
3. The Community Association Manager has the relevant knowledge to answer my questions pertaining to the governance and administration of the board.
4. The Community Association Manager possesses the appropriate knowledge specific to the needs of the condominium association.
5. The Community Association Manager considers the interest of the board when providing guidance on association matters.
6. I can trust the Community Association Manager to carry out the actions of the board.

* <i>Items adapted from the five-dimensional SERVQUAL (1988; 1991)</i>
<i>Measured on a 5-point Likert scale 1 (strongly disagree) to 5 (strongly agree)</i>

Volunteer Intention
1. How likely are you to continue to serve as volunteer board member at your condominium association?
2. I intend to run again for the board of directors when my term is up.
* <i>Items adapted from Literature</i>
<i>Measured on a 5-point Likert scale 1 (extremely unlikely) to 5 (extremely likely)</i>

In addition to the construct measures discussed above, several demographic variables were captured in this research. Capturing demographic variables provided additional insight into the phenomena being investigated. Following is a list of the demographic variables that were used for this study:

- *Gender*: Participant’s gender (male, female, other)
- *Age*: The age of the individual. Age ranges for this research mirror the brackets identified in the Financial Industry Regulatory Authority (FINRA) utilized in their 2012 National Financial Capability Study (Robb, Babiarz, & Woodyard, 2012, p. 294).
- *Level of Education*: The participants education level (high school, college, graduate, technical training)
- *Race/Ethnicity*: The participants cultural identification
- *Individual Income*: Income before taxes during the past 12 months. Income ranges for this research are based on distribution of household income identified in the Congressional Research Service’s Report (Elwell, 2014)

The use of demographic variables consistent with the ones identified, is supported by studies in the nonprofit governance literature (Cha et. al, 2011; Inglis, 1994).

Given the scarcity in the literature investigating the phenomena of individual board member resilience and volunteer intention in not-for-profit board of directors, the following descriptive variables were captured. These variables maybe used to undertake further analysis if warranted. Following is a quantification:

- *Board Size*: How many board members serve on the board of directors of the CIRA? Board size may influence the relationships between individual board member resilience and volunteer intention.
- *Tenure on the Board*: How long has the individual board member been serving? Tenure on the board provides the individual with governance knowledge which could influence the relationships among variables studied.
- *Annual Budget*: Annual operating budget of the CIRA. Communities with large operating budgets (e.g., over \$1 million) are indicative of complex operations requiring a high level of professionalization of the CAM. This may influence the relationships between individual board member resilience and commitment.

Table 2 defines all variables and constructs used in this research.

Table 2.
Definition of Variables

Variable	Definition
Dependent	
Volunteer Intention	An individual board member's likelihood to continue to serve on the board of directors of the CIRA.
Independent Variable	
Individual board member resilience	Measures the capacity to bounce back from adversity, uncertainty, failure, or even positive but seemingly overwhelming changes such as increased responsibility.
Moderator Variable	
Perception of professionalization of CAM	Individual's perception of the professionalism of the assigned community association manager.
Mediator Variables	
Affective Commitment	The individual board member's emotional attachment to, identification with and involvement in the organization. The degree to of being attached to the CIRA by those who belong and serve as volunteer board members.
Normative Commitment	The individual board member's commitment based on a sense of obligation to the organization.
Demographic Variables	
Gender	Individual's gender (female, male, other)
Age	Age of individual
Level of Education	Individual's level of education (high school, college, graduate, technical training)
Race/Ethnicity	Individuals' physical trait/cultural identification
Individual Income	Income before taxes during the past 12 months
Descriptive Variables	
Board Size	How many board members serve on the board of directors of the CIRA
Tenure on Board of Directors	How long has the individual board member been serving
Annual Budget for Organization	Annual operating budget of the CIRA

Overcoming Common Methods Bias

One of the main sources of measurement error in research studies is attributed to methods bias, which is the variance attributable to the method rather than the measure of concern in survey research (Podsakoff et al., 2003; Podsakoff et al, 2012). Examples of potential sources or causes of common methods bias applicable to this research are found in Table 3:

Table 3.
Potential Sources of Common Methods Bias

Potential Cause	Definition
Common Rater Effects	Refer to any actual variance between the predictor and criterion variable produced by the fact that the respondent providing the measure of these variables is the same
Social Desirability	Refers to the tendency of some people to respond to items more as result of their social acceptability than their true feelings
Common scale formats	Refer to artifactual covariation produced by the use of the same scale format (e.g., Likert scales, semantic differential scales, “faces” scales) on a questionnaire

Source: Podsakoff, Mackenzie, Lee, and Podsakoff, 2003. P.882

There are techniques for controlling and limiting common methods bias from both a procedural standpoint (survey design) and from a statistical perspective. From a procedural perspective the following measures were undertaken to reduce potential bias: (1) Respondent anonymity and confidentiality was assured; (2) The instrument identified that there are no right or wrong answers trying to avoid socially desirable responses; (3) Previously validated and accepted scales were used; (4) Varying scale format (a process which helps diminish method bias by using different scale endpoints and formats) were deployed to avoid challenges created by

common scale formats (Podsakoff et al., 2003). The next chapter presents the results of the data analysis and discussion of results related to hypotheses presented.

CHAPTER 4: DATA ANALYSIS AND FINDINGS

This chapter discusses the results of the research conducted for this dissertation. This research study employs IBM Statistical Software SPSS (SPSS) and SmartPLS3 software to study the relationship between individual board member resilience, perception of professionalization of community association managers (CAM), affective commitment, normative commitment, and volunteer intention within condominium associations in Florida. This research study relies on SmartPLS for data analysis on the proposed model. SPSS is utilized to calculate descriptive statistics and provide supplementary analysis. The chapter begins with a description of the sample collected for this study, followed by a discussion on the reliability of the scales, data methods, and statistical procedures. The chapter concludes with a discussion of the results of the hypotheses tests.

Response Rates and Final Sample

The Qualtrics survey was distributed via an email request to all licensed community association managers licensed in the state of Florida's Division of Professional Regulation and CAI, in accordance with the outlined methodology for this study (Chapter 3). Three follow-up requests for responses were sent over two months in 2-week intervals. During the final week of data collection, responses received dwindled to fewer than one, indicating a saturation of the

sample frame may have been reached. The total number of responses collected was 335. After scrubbing of the data, a final usable sample size of 123 respondents was attained, ten more than the noted minimum sample size of 113.

Respondent Demographics

The research instrument contained several demographic and descriptive questions in an attempt to provide a profile of the respondents. Details can be found in Table 4. Based on the survey responses:

- A majority of the respondents of the survey were male (63%) compared to female (36%).
- Respondents self-identified their Race/Ethnicity as follows: African American (3.50%); Asian (.90%); American Indian (.90%); Hispanic (16.80%); White/Non-Hispanic (75.20%); and Preferred not to answer (2.70%)
- Respondents self-identified their age as follows: 25-34 (.88%); 35-44 (11.50%); 45-54 (12.39%); 55-64 (28.32%); 65 or older (45.13%); and Decline to answer (1.77%)
- Respondents' Level of Education was quantified as follows: High School or equivalent (2.65%); Completed some college (11.50%); Associate's Degree (5.31%); Bachelor's Degree (30.09%); Completed some post-graduate (7.08%); Master's Degree (34.51%); and Doctorate, Ph.D., Law, Medical, or Professional Degree (8.85%)
- Respondents self-identified their annual income as follows: \$15,000-\$24,999 (4.42%); \$25,000-\$34,999 (6.19%); \$35,000-\$49,999 (2.65%); \$50,000-\$69,999 (10.62%); \$70,000-\$99,999 (15.93%); \$100,000-\$149,999 (14.16%); \$150,000 or more (24.78%); and Decline to answer (21.24%)

- Roles on the board were reported as follows: President (26.50%); Vice President (15.00%); Secretary (15.90%); Treasurer (20.40%); Director (14.20%); Member (at large) (6.20%); and Other (1.80%)
- Respondents identified their Association’s Annual Budget as follows: Less than \$500,000 (28.30%); \$500,000-\$999,999 (21.20%); \$1,000,000-\$1,499,999 (18.60%); \$1,500,000 and over (22.10%); Not sure (5.30%); and Decline to answer (4.40%).

Table 4.
Participant Demographics and Descriptives

Characteristic	Category	n	%
Gender	Male	71	62.80%
	Female	41	36.30%
	I prefer not to answer	1	0.90%
Race/Ethnicity	African American	4	3.50%
	Asian	1	0.90%
	American Indian	1	0.90%
	Hispanic	19	16.80%
	White/Non-Hispanic	85	75.20%
	I prefer not to answer	3	2.70%
Age	25-34	1	0.88%
	35-44	13	11.50%
	45-54	14	12.39%
	55-64	32	28.32%
	65 or older	51	45.13%
	Decline to answer	2	1.77%
Level of Education	High school or equivalent	3	2.65%
	Completed some college	13	11.50%
	Associate’s Degree	6	5.31%
	Bachelor’s Degree	34	30.09%
	Completed some post-graduate	8	7.08%
	Master’s Degree	39	34.51%
	Doctorate, Ph.D. Law, Medical, or Professional Degree	10	8.85%
Annual Income	\$15,000 - \$24,999	5	4.42%

	\$25,000 - \$34,999	7	6.19%
	\$35,000 - \$49,999	3	2.65%
	\$50,000 - \$69,999	12	10.62%
	\$70,000 - \$99,999	18	15.93%
	\$100,000 - \$149,999	16	14.16%
	\$150,000 or more	28	24.78%
	Decline to answer	24	21.24%
Role on the Board	President	30	26.50%
	Vice President	17	15.00%
	Secretary	18	15.90%
	Treasurer	23	20.40%
	Director	16	14.20%
	Other	2	1.80%
	Member (at large)	7	6.20%
Association Annual Budget	Less than \$500,000	32	28.30%
	\$500,000 - \$999,999	24	21.20%
	\$1,000,000 - \$1,499,999	21	18.60%
	\$1,500,000 and over	25	22.10%
	I am not sure	6	5.30%
	Decline to answer	5	4.40%

Descriptive Statistics

SPSS was used to conduct preliminary data analysis and descriptive statistics of the data (see Table 5). The descriptive statistics provided important information, specifically the skewness and kurtosis of the data. Burns and Burns (2008) report that values for both skewness and kurtosis should be zero if the distribution is perfectly normal (p.156). Since the values for both skewness and kurtosis of our data were not zero, further tests were necessary to assess normality of data distribution (Table 5). As a result, a Test of Normality was conducted. In order to conduct the test of normality, new indexed variables consisting of the mean score for the following latent variables utilized in the model were constructed (Burns & Burns, 2008) (Table 6):

- Indexed construct: Resilience (combining RS_1 – RS_14)

- Indexed construct: Perception of Professionalization (combining PERPROF_1 – PERPROF_6)
- Indexed construct: Affective commitment (combining AC_1 – AC_6)
- Indexed construct: Normative commitment (combining NC_2 – NC_6)
- Indexed construct: Volunteer Intention (combining VC_1 – VC2)

Table 5.
Descriptive Statistics

Variable	Minimum Value	Maximum Value	Mean	Skewness	Kurtosis
I feel proud that I have accomplished things in life. (RS_1)	1	5	4.48	-2.384	5.104
I usually take things in stride. (RS_2)	1	5	4.04	-1.246	0.958
I am friends with myself. (RS_3)	1	5	4.47	-2.170	4.814
I feel that I can handle many things at a time. (RS_4)	1	5	4.33	-1.859	3.612
I am determined. (RS_5)	1	5	4.54	-2.674	8.192
I know I can get through difficult times because I've experienced difficulty before. (RS_6)	1	5	4.53	-2.601	7.236
I have self-discipline. (RS_7)	1	5	4.33	-1.741	3.108
I usually manage one way or another. (RS_8)	1	5	4.40	-2.010	4.358
I keep interested in things. (RS_9)	1	5	4.36	-1.988	4.403
I can usually find something to laugh about. (RS_10)	1	5	4.42	-2.082	4.942
My belief in myself gets me through hard times. (RS_11)	1	5	4.39	-2.024	4.306
In an emergency, I'm someone people can generally rely on. (RS_12)	1	5	4.56	-2.765	8.591
My life has meaning. (RS_13)	1	5	4.48	-2.269	5.159
When I'm in a difficult situation, I can usually find my way out of it. (RS_14)	1	5	4.52	-2.681	8.121

I would be very happy to spend many years on the board if it were allowed. (AC_1)	1	5	3.40	-0.459	-0.762
I really feel as if this board's problems are my own. (AC_2)	1	5	3.44	-0.656	-0.713
I feel like "part of the family" at my board. (AC_3)	1	5	3.48	-0.409	-0.567
I feel "emotionally attached" to this board. (AC_4)	1	5	3.17	-0.250	-0.994
This board has a great deal of personal meaning to me. (AC_5)	1	5	3.41	-0.583	-0.320
I feel a strong sense of belonging to this board. (AC_6)	1	5	3.58	-0.622	-0.276
Even if it were to my advantage, I do not feel it would be right to leave the board now. (NC_2)	1	5	3.65	-0.767	-0.234
I would feel guilty if I left the board now. (NC_3)	1	5	3.31	-0.468	-1.019
This board deserves my loyalty. (NC_4)	1	5	3.87	-0.922	0.027
I would not leave my position on the board right now because I have a sense of obligation to the people in it. (NC_5)	1	5	3.75	-1.013	0.173
I owe a great deal to the board. (NC_6)	1	5	2.75	0.047	-0.681
The Community Association Manager has a professional relationship with me as a member of the board of directors. (PERPROF_1)	1	5	4.22	-1.664	2.578
The Community Association Manager is well versed with all relevant and applicable legal statutes and ordinances for the administration of the association. (PERPROF_2)	1	5	4.20	-1.437	1.401
The Community Association Manager has the relevant knowledge to answer my questions pertaining to the governance and administration of the board. (PERPROF_3)	1	5	4.21	-1.537	2.090

The Community Association Manager possesses the appropriate knowledge specific to the needs of the condominium association. (PERPROF_4)	1	5	4.34	-1.774	2.951
The Community Association Manager considers the interest of the board when providing guidance on association matters. (PERPROF_5)	1	5	4.13	-1.467	1.488
I can trust the Community Association Manager to carry out the actions of the board. (PERPROF_6)	1	5	4.15	-1.411	1.380
How likely are you to continue to serve as a volunteer board member at your condominium association? (VI_1)	1	5	3.77	-1.043	-0.023
Do you intend to run again for the board of directors when your term is up? (VI_2)	1	5	3.65	-0.823	-0.604

Table 6.
List of Indexed Variables

Variable	Average Mean Score
resilience_INDEX	$(RS_1+RS_2+RS_3+RS_4+RS_5+RS_6+RS_7+RS_8+RS_9+RS_{10}+RS_{11}+RS_{12}+RS_{13}+RS_{14})/14$
perc_professionalization_INDEX	$(PERPROF_1+PERPROF_2+PERPROF_3+PERPROF_4+PERPROF_5+PERPROF_6)/6$
affective_commitment_INDEX	$(AC_1+AC_2+AC_3+AC_4+AC_5+AC_6)/6$
normative_commitment_INDEX	$(NC_2+NC_3+NC_4+NC_5+NC_6)/5$
volunteer_intention_INDEX	$(VC_1+VC_2)/2$

As can be seen in the descriptive statistics for the new index variables (Table 7), the estimates for skewness and kurtosis tended to be different from zero, supporting the notion that the data are not normally distributed (Burns & Burns, 2008). As a result, the Shapiro-Wilk test was conducted.

Table 7.
Descriptive Statistics on Indexed Variables

Variable	Minimum Statistic	Maximum Statistic	Mean	Skewness	Kurtosis
Indexed construct: Resilience	1.00	5.00	4.4176	-2.938	10.028
Indexed construct: Perception of Professionalization	1.00	5.00	4.2069	-1.544	2.286
Indexed construct: Affective Commitment	1.00	5.00	3.4124	-0.491	-0.102
Indexed construct: Normative Commitment	1.00	5.00	3.4678	-0.742	0.232
Indexed construct: Volunteer Intention	1.00	5.00	3.7069	-0.960	-0.229

Note: Indexed construct: Resilience = resilience_INDEX; Indexed construct: Perception of Professionalization = perc_professionalization_INDEX; Indexed construct: Affective Commitment = affective_commitment_INDEX; Indexed construct: Normative Commitment = normative_commitment_INDEX; Indexed construct: Volunteer Intention = volunteer_intention_INDEX

The Shapiro-Wilk tests confirm that the latent variables (individual board member resilience, affective commitment, normative commitment, perception of professionalization of the CAM, and volunteer intention) deviate significantly from a normal distribution. Table 8 summarizes this Test of Normality conducted using SPSS. All latent variables had a significance of (.000), except affective commitment (.002). All were less than .05 reaffirming the previous assertion. In addition, the boxplot in Figure 3 for the indexed variables show frequency distributions noting numerous outliers. Hair et al. (2017) report that PLS-SEM is a nonparametric statistical method; as a result, it does not require data to be normally distributed for analysis (p.61), supporting its use in this study.

Table 8.
Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Indexed construct: Resilience	0.211	116	0.000	0.686	116	0.000
Indexed construct: Perception of Professionalization	0.198	116	0.000	0.809	116	0.000
Indexed construct: Affective I	0.077	116	0.085	0.961	116	0.002
Indexed construct: Normative I	0.110	116	0.002	0.939	116	0.000
Indexed construct: Volunteer Intention	0.253	116	0.000	0.828	116	0.000
a. Lilliefors Significance Correction						

Note: Indexed construct: Resilience = resilience_INDEX; Indexed construct: Perception of Professionalization = perc_professionalization_INDEX; Indexed construct: Affective Commitment = affective_commitment_INDEX; Indexed construct: Normative Commitment = normative_commitment_INDEX; Indexed construct: Volunteer Intention = volunteer_intention_INDEX

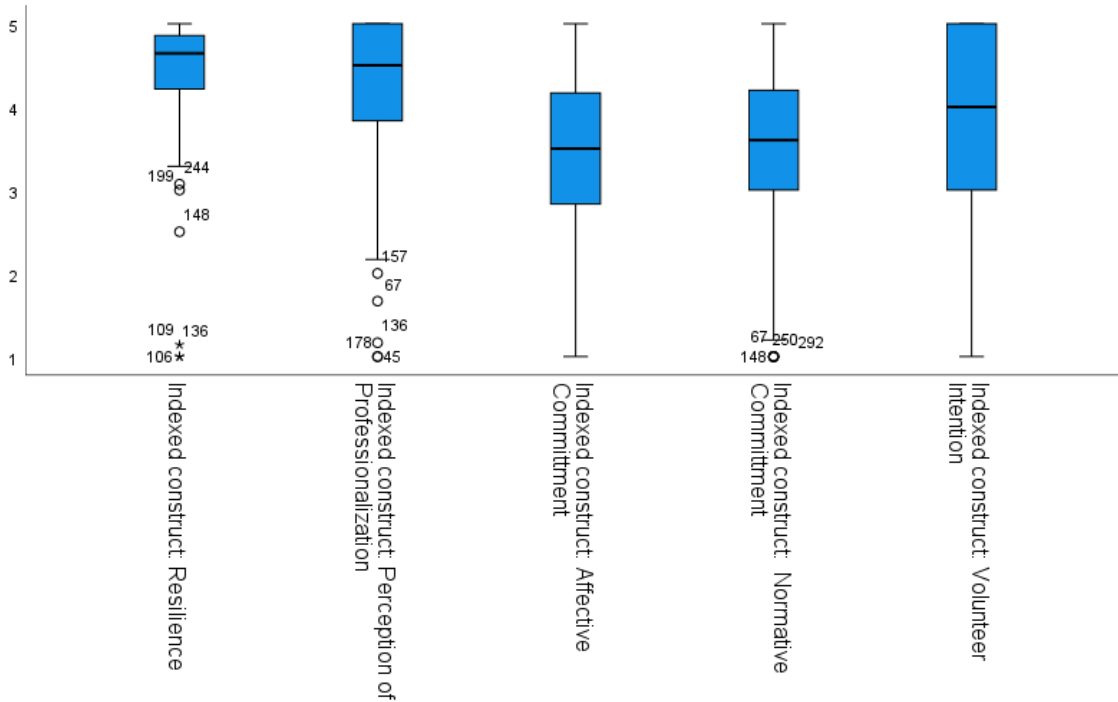


Figure 3. Box Plots of Indexed Variables

Reliability Analysis SPSS

All scales used for this research study have been previously validated as specified in the methodology section of this dissertation (Chapter 3). Nonetheless, a reliability analysis was conducted using SPSS to assess reliability of the scales within the context of this study. Table 9 summarizes the results for each of the scales measuring the latent variables (constructs) in the research model (see Figure 2). All scales reported acceptable Cronbach Alpha values greater than .7, confirming internal reliability. Specifically, the RS14 (.964), Perprof (.942), and VI (.938) had excellent Cronbach Alpha values greater than .9 as per guidelines of Burns and Burns (2008). The next section delineates the findings of the factor analysis conducted, confirming that all items loaded as expected.

Table 9.

Reliability Analysis of Scale Measurements

Construct	Scale	Number of Items	Cronbach Alpha
Individual Board Member Resilience	RS14	14	0.964
Perception of Professionalization	PERPROF	6	0.942
Affective Commitment	TCM: AC	6	0.887
Normative Commitment	TCM: NC	5	0.864
Volunteer Intention	VI	2	0.938

Factor Analysis SPSS

An exploratory factor analysis was conducted on all scale items to ensure individual items align with expected scales and that each scale records only one factor. Table 10 reports the results of the Principal Component analysis completed on each latent construct measured.

Table 10.

Principal Component Analysis and Rotated Component Matrix^a

	Component				
	1 IBMRes	2 Perprof	3 AC	4 NC	5 VI
I am determined.	0.879				
In an emergency, I'm someone people can generally rely on.	0.841				
My belief in myself gets me through hard times.	0.839				
I am friends with myself.	0.839				
I know I can get through difficult times because I've experienced difficulty before.	0.830				
When I'm in a difficult situation, I can usually find	0.829				

my way out of it.					
I have self-discipline.	0.829				
I feel proud that I have accomplished things in life.	0.823				
I keep interested in things.	0.777				
My life has meaning.	0.748				
I usually manage one way or another.	0.741				
I feel that I can handle many things at a time.	0.728				
I can usually find something to laugh about.	0.722				
I usually take things in stride.	0.636				
The Community Association Manager is well versed with all relevant and applicable legal statutes and ordinances for the administration of the association.		0.885			
The Community Association Manager possesses the appropriate knowledge specific to the needs of the condominium association.		0.868			
The Community Association Manager has the relevant knowledge to answer my questions pertaining to the governance and administration of the board.		0.855			
I can trust the Community Association Manager to carry out the actions of the board.		0.847			
The Community Association Manager considers the interest of the board when providing guidance on association matters.		0.807			
The Community Association Manager has a professional relationship with me as a member of the board of directors.		0.777			
I feel “emotionally attached” to this board.			0.800		
I really feel as if this board’s problems are my own.			0.777		
This board has a great deal of personal meaning to			0.722		

me.					
I feel like “part of the family” at my board.			0.699		
I feel a strong sense of belonging to this board.			0.590	0.457	
I would feel guilty if I left the board now.				0.870	
I would not leave my position on the board right now because I have a sense of obligation to the people in it.				0.751	
Even if it were to my advantage, I do not feel it would be right to leave the board now.				0.749	
This board deserves my loyalty.				0.734	
I owe a great deal to the board.				0.507	
Do you intend to run again for the board of directors when your term is up?					0.909
How likely are you to continue to serve as a volunteer board member at your condominium association?					0.890
I would be very happy to spend many years on the board if it were allowed.			0.513		0.628
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 6 iterations.					

A closer look at the principal component analysis confirms that all items loaded correctly on the corresponding factors reflecting each construct in the model. Following rotation, fourteen items measuring individual board member resilience (IBMRes) loaded on factor 1; a total of six items loaded on factor 2 measuring perception of professionalization (Perporf); a total of six items loaded on factor 3 measuring board member affective commitment (AC); five items loaded on factor 4 measuring board member normative commitment (NC); and lastly a total of three items loaded on factor 5 measuring volunteer intentions (VI). After further review, item

AC_1 (see Table 5) loaded on factor 3 (AC) and factor 5 (VI). However, given the strong results of the reliability analysis, and the high loadings on both factors, AC_1 was included as part of factor 3 as originally proposed in the scales. As a result, the 2 items remaining, loaded on factor 5 (VI) as proposed in the methodology (Chapter 3).

In addition, a Kaser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity were conducted. The KMO test measures the sampling adequacy (how suited the data is for factor analysis), which should be greater than .05 for a factor analysis to proceed. The results in Table 11 further support the results of the principal component analysis. All results on the KMO tests were significant at the 0.01 level, as were the results for Bartlett's Test of Sphericity. These results show that the variables have some correlation to each other, which is needed to find an underlying factor representing a grouping of variables (Burns & Burns, 2008). Communalities is the proportion of variance in a variable that can be explained by the common factors (Burns & Burns, 2008, p.446), varied from .901 to .431. Kaiser's rule (Burns & Bruns, 2008, p. 448), which states that only factors having eigen values greater than 1 are considered as common factors, and the scree test (see Figure 4) support five factors deemed important. The scree test is a method by which all successive eigenvalues are plotted on a graph, and the spot where the plot abruptly levels off is the point where additional factors explain less variance than a single variable (Burns & Burns, 2008).

Table 11.
KMO & Bartlett's Test of Sphericity

Variable	KMO & Bartlett's Test		
resilience_INDEX	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.949
	Bartlett's Test of Sphericity	Approx. Chi-Square	1671.640
		df	91
		Sig.	0.000
per_professionalization_INDEX	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.909
	Bartlett's Test of Sphericity	Approx. Chi-Square	641.172
		df	15
		Sig.	0.000
affective_commitment_INDEX	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.865
	Bartlett's Test of Sphericity	Approx. Chi-Square	389.886
		df	15
		Sig.	0.000
normative_commitment_INDEX	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.806
	Bartlett's Test of Sphericity	Approx. Chi-Square	294.753
		df	10
		Sig.	0.000
volunteer_intention_INDEX	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.500
	Bartlett's Test of Sphericity	Approx. Chi-Square	174.855
		df	1
		Sig.	0.000

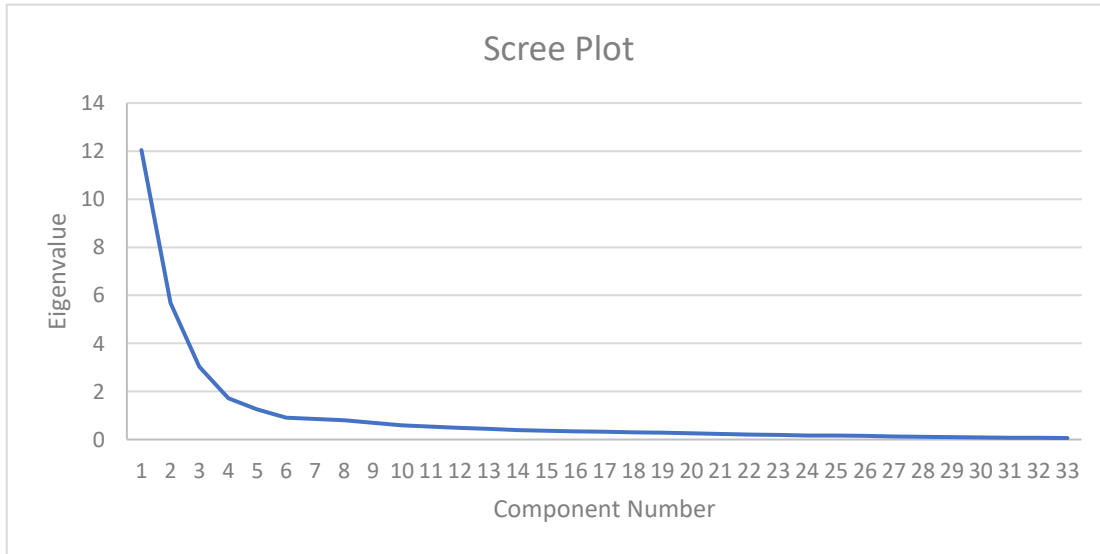


Figure 4. Factor Analysis Scree Plot

Assessment of the Measurement Model in SmartPLS Analysis

SPSS was used to examine sample descriptives, review the normality of distribution (skewness and kurtosis), and to conduct preliminary factor analysis. SmartPLS 3 was used to conduct the PLS-SEM analysis mentioned in the methodology section of this dissertation. Given the importance of understanding the latent-variables being investigated (variables that are not directly observed but inferred), PLS-SEM is an appropriate methodology to use for further analysis of the data (Hair et. al, 2017). Figure 5 shows this study’s research reflective model (direction of arrows are from the construct to indicator variables, denoting assumption that the construct causes the measurement of the indicator variable) as a SmartPLS diagram and the hypothesized relationships between the latent variables. Five latent variables comprise the inner or structural model (i.e., individual board member resilience, board member affective commitment, board member normative commitment, perception of professionalization of the CAM, and board member volunteer intention). The outer measurement model consists of a total

of 34 reflective measures, representing the item variables in accordance with the survey questions.

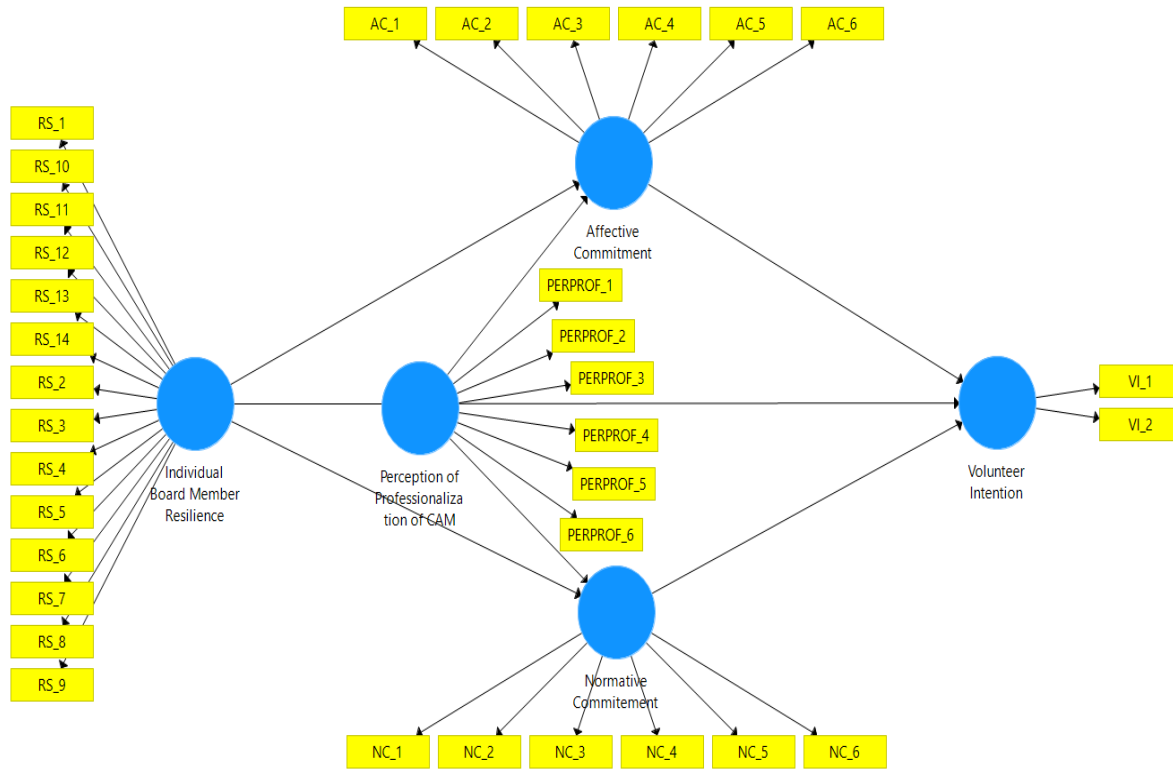


Figure 5. Research Model in SmartPLS

SmartPLS Factor Analysis

A factor analysis was conducted on all reflective measures in the outer model, explaining how each item loaded onto the expected latent variable. The results in Table 12 report that for the five constructs; individual board member resilience, affective commitment, normative commitment, perception of professionalization of the CAM, and volunteer intention, the majority of the items have a loading value greater than .7. Hair et al., (2017) advise that higher outer loadings on a construct indicate the associated indicators have much in common and that standardized outer loadings are acceptable if greater than .7 (p.113). When considering the

normative commitment scale (NC) only five of the proposed six items loaded in the direction expected. Specifically, NC_1 was a reverse coded variable causing possible confusion to the individuals completing the survey because of the double negative. Therefore, NC_1 (-0.190) was deleted from further analysis. Deleting any other items would not have increased the composite reliability or the average variance extracted as suggested by Hair and colleagues (2017), thus leaving all other scales as originally proposed in the methodology section (Chapter 3).

Table 12.
Factor Analysis Outer Loadings

	AC	IBMRes	NC	PerProf	VI
Original Model					
AC_1	0.622				
AC_2	0.517				
AC_3	0.804				
AC_4	0.788				
AC_5	0.874				
AC_6	0.903				
NC_1			-0.190		
NC_2			0.662		
NC_3			0.580		
NC_4			0.843		
NC_5			0.819		
NC_6			0.781		
PERPROF_1				0.847	
PERPROF_2				0.840	
PERPROF_3				0.888	
PERPROF_4				0.915	
PERPROF_5				0.732	
PERPROF_6				0.911	
RS_1		0.605			
RS_10		0.862			
RS_11		0.856			
RS_12		0.876			
RS_13		1.150			
RS_14		0.932			
RS_2		0.667			

RS_3		0.759			
RS_4		0.990			
RS_5		0.693			
RS_6		0.663			
RS_7		0.490			
RS_8		0.780			
RS_9		0.696			
VI_1					0.993
VI_2					0.892
One Item Removed (NC_1)					
	AC	IBMRes	NC	PercProf	VI
AC_1	0.629				
AC_2	0.510				
AC_3	0.809				
AC_4	0.784				
AC_5	0.870				
AC_6	0.903				
NC_2			0.662		
NC_3			0.580		
NC_4			0.848		
NC_5			0.823		
NC_6			0.788		
PERPROF_1				0.846	
PERPROF_2				0.837	
PERPROF_3				0.887	
PERPROF_4				0.914	
PERPROF_5				0.739	
PERPROF_6				0.912	
RS_1		0.607			
RS_10		0.858			
RS_11		0.855			
RS_12		0.875			
RS_13		1.150			
RS_14		0.934			
RS_2		0.667			
RS_3		0.753			
RS_4		0.995			
RS_5		0.693			
RS_6		0.659			

RS_7		0.492			
RS_8		0.779			
RS_9		0.700			
VI_1					0.994
VI_2					0.891
<i>Note: AC = Affective Commitment; IBMRes = Individual Board Member Resilience; NC = Normative Commitment; PercProf= Perception of Professionalization of CAM; VI = Volunteer Intention</i>					

The validation of the reflective model was done through the assessment and review of internal consistency, convergent validity, and discriminant validity. The following sections review the results.

Internal consistency, convergent validity, and discriminant validity

Construct reliability and validity were assessed for all measures in the model. Table 13 reports the results from the PLS Algorithm. All measurements achieved both a Cronbach's Alpha and Composite Reliability greater than 0.7. In addition, the Average Variance Extracted (AVE) is greater than 0.5, confirming convergent validity for the reflective constructs. Figures 6, 7, and 8 provide visual representation of Cronbach's Alpha, the Composite Reliability, and the AVE.

Table 13.

Reliability Analysis SmartPLS

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
AC	0.889	0.915	0.644
IBMRes	0.965	0.969	0.689
NC	0.864	0.900	0.644
PercProf	0.943	0.955	0.780

VI	0.940	0.971	0.943
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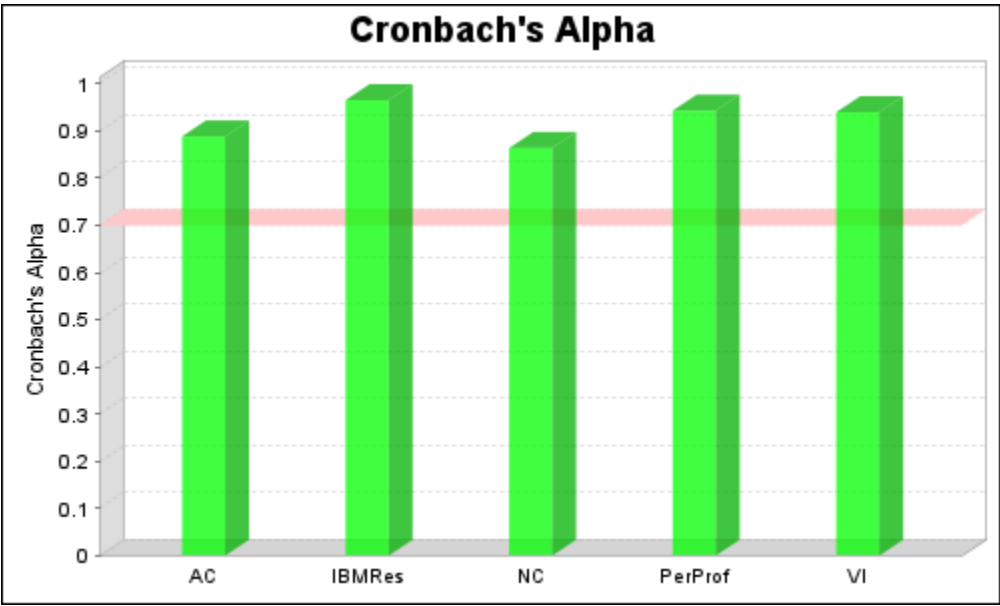


Figure 6. SmartPLS Cronbach's Alpha Chart

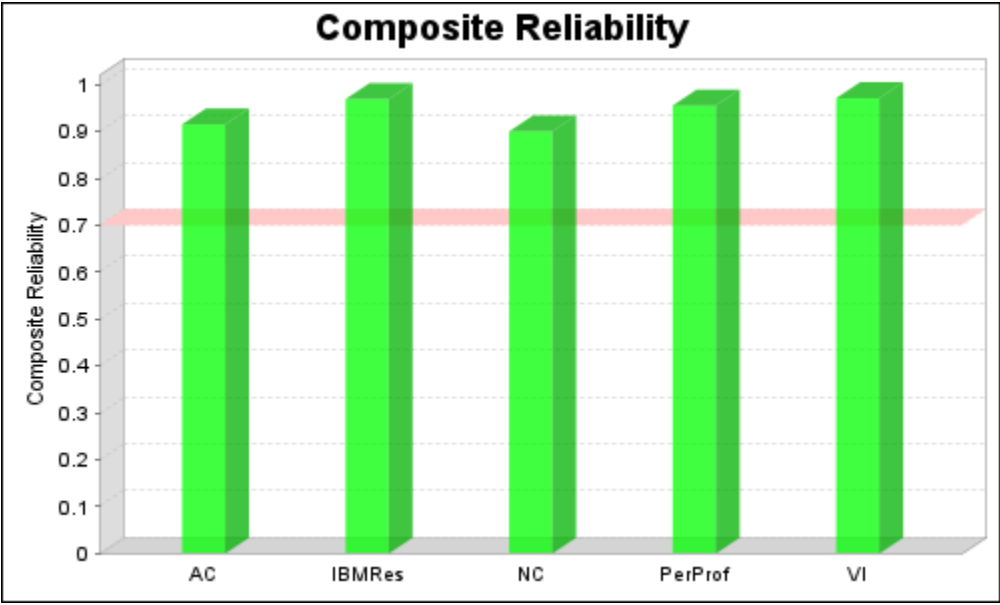


Figure 7. SmartPLS Composite Reliability Chart

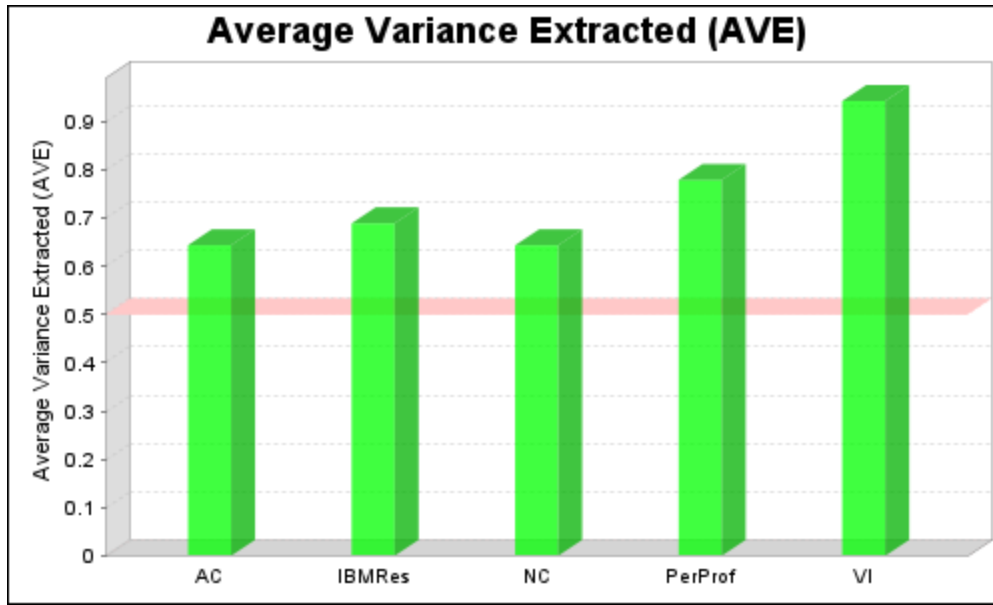


Figure 8. SmartPLS Average Variance Extracted (AVE) Graph

Discriminant validity was assessed to examine the extent to which each construct is distinct from the other constructs in the study. The first approach taken to assess discriminant validity for the latent constructs in the model was reviewing the heterotrait-monotrait ratio (HTMT) of the correlations among the latent constructs (Table 14). HTMT is an estimate of what the true correlation (disattenuated correlation) between two constructs would be, if they were perfectly measured. A value close to 1 indicates a lack of discriminant validity (Hair et al., 2017, p.118). All HTMT values are well below the suggested threshold value of .90 (Hair et al., 2017; Henseler et al., 2015) confirming discriminant validity.

Table 14.

Heterotrait-Monotrait Ratio (HTMT) Results

	AC	IBMRes	NC	PercProf	VI
AC					
IBMRes	0.222				
NC	0.760	0.222			
PercProf	0.439	0.379	0.433		
VI	0.536	0.254	0.391	0.262	

Note: AC = Affective Commitment; NC = Normative Commitment; PercProf = Perception of Professionalization of CAM; IBMRes = Individual Board Member Resilience; VI = Volunteer Intention

In addition, the results of the cross-loadings (Table 15) as recommended by Hair et al. (2017) are reported. “As indicators, outer loading on the associated construct should be greater than any of its cross-loadings (i.e., its correlations) on other constructs” (Hair et al., 2017, p.115). Lastly, all outer loadings for the reflective measures were significant at a 5% level (Table 16).

Table 15.

Discriminant Validity: Cross Loadings of Constructs

	Affective Commitment AC	Individual Board Member Resilience	Normative Commitment	Perception of Professionalization of CAM	Volunteer Intention
AC_1	0.692	0.155	0.345	0.163	0.592
AC_2	0.661	0.081	0.417	0.160	0.191
AC_3	0.850	0.279	0.571	0.483	0.383
AC_4	0.867	0.157	0.591	0.347	0.340
AC_5	0.869	0.237	0.646	0.370	0.417
AC_6	0.850	0.160	0.658	0.417	0.432
NC_2	0.518	0.138	0.714	0.196	0.297
NC_3	0.481	0.087	0.782	0.160	0.221
NC_4	0.598	0.209	0.859	0.410	0.311
NC_5	0.572	0.216	0.882	0.362	0.368
NC_6	0.537	0.228	0.767	0.450	0.220
PERPROF_1	0.431	0.234	0.356	0.821	0.270
PERPROF_2	0.364	0.315	0.337	0.909	0.241
PERPROF_3	0.394	0.332	0.373	0.906	0.229
PERPROF_4	0.354	0.419	0.361	0.917	0.252

PERPROF_5	0.323	0.321	0.348	0.840	0.076
PERPROF_6	0.362	0.329	0.438	0.900	0.247
RS_1	0.142	0.812	0.166	0.247	0.110
RS_10	0.144	0.794	0.162	0.387	0.159
RS_11	0.171	0.883	0.188	0.336	0.233
RS_12	0.217	0.891	0.195	0.270	0.315
RS_13	0.281	0.849	0.268	0.447	0.249
RS_14	0.258	0.892	0.242	0.289	0.299
RS_2	0.169	0.685	0.132	0.223	0.216
RS_3	0.115	0.862	0.083	0.335	0.189
RS_4	0.263	0.808	0.287	0.328	0.291
RS_5	0.149	0.881	0.168	0.240	0.227
RS_6	0.081	0.839	0.106	0.306	0.152
RS_7	0.064	0.818	0.155	0.235	0.091
RS_8	0.222	0.786	0.145	0.285	0.161
RS_9	0.199	0.800	0.198	0.261	0.129
VI_1	0.505	0.281	0.355	0.287	0.973
VI_2	0.483	0.229	0.340	0.199	0.969

Table 16

Reflective Construct Outer Loadings and Significance Test Results

Reflective Constructs	Reflective Indicators	Outer Loadings	T Statistic	P Values
Affective Commitment	AC_1 <- AC	0.696	12.063	0.000
	AC_2 <- AC	0.660	8.304	0.000
	AC_3 <- AC	0.849	27.007	0.000
	AC_4 <- AC	0.866	33.922	0.000
	AC_5 <- AC	0.869	26.648	0.000
	AC_6 <- AC	0.849	23.95	0.000
Normative Commitment	NC_2 <- NC	0.709	8.085	0.000
	NC_3 <- NC	0.777	10.784	0.000
	NC_4 <- NC	0.859	28.386	0.000
	NC_5 <- NC	0.885	37.547	0.000
	NC_6 <- NC	0.769	14.63	0.000
Perception of Professionalization of CAM	PERPROF_1 <- PercProf	0.821	18.833	0.000
	PERPROF_2 <- PercProf	0.909	27.491	0.000
	PERPROF_3 <- PercProf	0.906	34.769	0.000
	PERPROF_4 <- PercProf	0.917	37.134	0.000

	PERPROF_5 <- PercProf	0.840	19.634	0.000
	PERPROF_6 <- PercProf	0.900	36.239	0.000
Individual Board Member Resilience	RS_1 <- IBMRes	0.812	7.644	0.000
	RS_10 <- IBMRes	0.794	8.716	0.000
	RS_11 <- IBMRes	0.884	13.309	0.000
	RS_12 <- IBMRes	0.891	12.892	0.000
	RS_13 <- IBMRes	0.849	12.185	0.000
	RS_14 <- IBMRes	0.892	13.266	0.000
	RS_2 <- IBMRes	0.684	7.839	0.000
	RS_3 <- IBMRes	0.862	10.341	0.000
	RS_4 <- IBMRes	0.808	9.974	0.000
	RS_5 <- IBMRes	0.881	8.691	0.000
	RS_6 <- IBMRes	0.839	7.177	0.000
	RS_7 <- IBMRes	0.818	8.141	0.000
	RS_8 <- IBMRes	0.786	7.482	0.000
	RS_9 <- IBMRes	0.800	8.557	0.000
Volunteer Intention	VI_1 <- VI	0.973	131.168	0.000
	VI_2 <- VI	0.969	112.54	0.000

AC = Affective Commitment; NC = Normative Commitment; PERPRF = Perception of Professionalization of CAM; RS = Individual Board Member Resilience; VI = Volunteer Intention

Assessment of SmartPLS Results (Inner Model)

The previous section reviewed the results for the reflective measurement model used in this research study and provided confirmation of discriminant validity, construct validity and reliability. This section discusses the results of PLS-SEM used to study the proposed relationships among the constructs under study. The assessment of the PLS-SEM structural model results occurred through the review of the structural model for collinearity issues, the significance and relevance of the structural model relationships by assessing the level of R^2 , reviewing the predictive relevance Q^2 , and determining the f^2 effect size.

The first step of examination occurs through studying only the direct relationships in the proposed model as an unmediated and unmoderated model. The second examination studies the

model with affective commitment and normative commitment as mediators. Finally, the full model including the moderator (perception of professionalization of CAM) is explored. All structural models were analyzed following established guidelines for PLS in the examination of the models (Hair et al., 2017).

Collinearity Assessment

In the assessment of collinearity, each set of predictor constructs was examined separately for each sub portion of the overall structural model. Hair et al. (2017) recommends researchers should compute the tolerance (TOL), which represents the amount of variance of one formative indicator not explained by the other indicators in the same block. A related measure of collinearity is the variance inflation factor (VIF), which is “the degree to which the standard error has been increased due to the presence of collinearity” (Hair et al., 2017, p. 143). Hair et al. (2011) report, that a tolerance value of 0.20 or lower and VIF value of 5 and higher indicate a potential collinearity problem. Table 17 shows that the VIF value (inner model) is well below 5.

Table 17.

Inner VIF Values

	Affective Commitment	Individual Board Member Resilience	Normative Commitment	Volunteer Intention
Affective Commitment				1.878
Individual Board Member Resilience	1.172		1.171	1.069
Normative Commitment				1.876
Perception of Professionalization of CAM	1.158		1.158	
PerProf moderating IBMRes & NC			1.013	
PerProf moderating IBMRes & AC	1.014			

Assessment of the model direct relationships

Hair et al. (2017) posits that in the evaluation of the coefficients of determination (R^2) for the direct relationship model (unmediated and unmoderated), the values of 0.25, 0.50, and 0.75, are respectively described as weak, moderate, or substantial (p. 199).

The model shown in Figure 9 displays the direct relationship between individual board member resilience, affective commitment, normative commitment, and volunteer intention. The reported R^2 and path coefficients for the aforementioned relationships were as follows: individual board member resilience and volunteer intention 0.070 and a 0.265; individual board member resilience and affective commitment 0.060 and 0.245; and individual board member resilience and normative commitment 0.056 and. All reported levels are below the threshold and demonstrate weak explained variance.

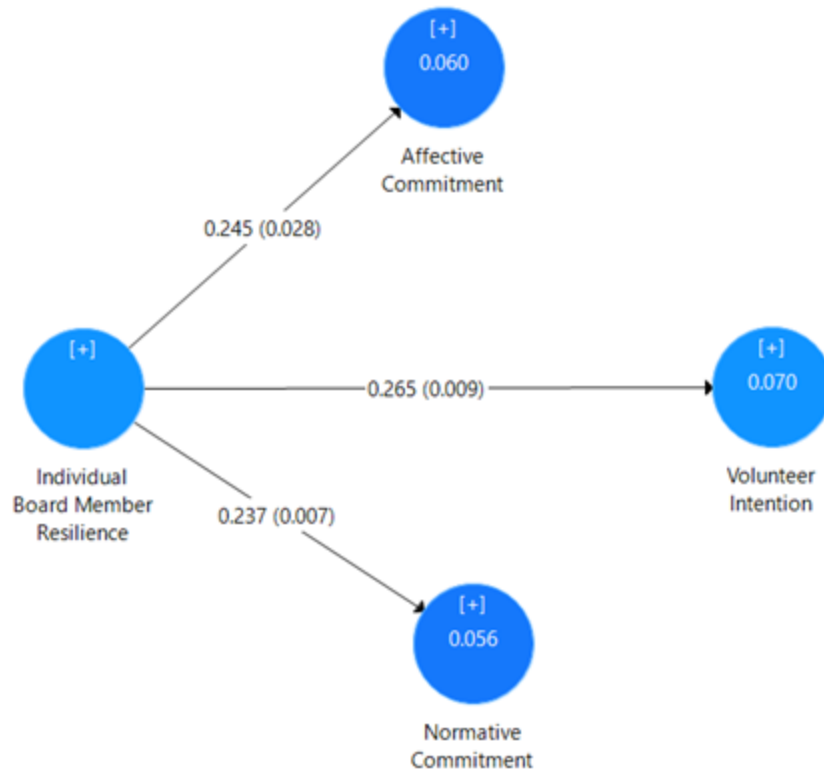


Figure 9. Direct Relationships R² and Path Coefficients

Stone-Geisser's Q² value was reviewed as a criterion for predictive relevance in examining the path model with direct relationships only. This value represents an evaluation criterion for the cross-validated predictive relevance in PLS path model. This was produced using the blindfolding technique (a sample reuse technique that omits every *d*th data point of the endogenous construct's indicators and estimates the parameters with the remaining data points (Hair et al., 2017), which produced the Q² values in the PLS path model. If the Q² value is larger than 0 for the variable, this indicates the model has predictive relevance for that construct (Hair et al., 2017). The Q² values are above 0 for all latent variables (Table 18); affective commitment was calculated as 0.039; normative commitment was calculated 0.036 and volunteer intention

was calculated 0.068 when examining the direct relationships of each construct with individual board member resilience.

Table 18
Construct Cross-Validated Redundancy (Q²)

	SSO	SSE	Q ² (=1-SSE/SSO)
Affective Commitment	696	668.854	0.039
Individual Board Member Resilience	1624	1624	
Normative Commitment	580	558.89	0.036
Volunteer Intention	232	216.233	0.068

After bootstrapping, the R² values along with the Q² values for the direct relationship depicted in the model have predictive validity in this path model.

Effect size *f*² on direct relationships

The effect sizes can be classified as .02 (small); .15 (medium); and .35 (large) (Cohen, 1988). All effect sizes reported would classify as small given that all were under the reported thresholds: individual board member resilience → affective commitment (0.064); individual board member resilience → normative commitment (0.059); and individual board member resilience → volunteer intention (0.076).

Mediation Model

The reflective model with mediation was used to validate Hypotheses H1, H2, H2a, H4, H4a, H4b, and H4c. First, results of the mediation will be reported, followed by moderation, ending in the full model results. Determining the mediating effects of affective commitment and normative commitment on volunteer intention entails four analyses; evaluation of (1) the direct effect of individual board member resilience on volunteer intention (i.e., individual board member resilience → volunteer intention), (2) the specific indirect effect of individual board

member resilience on volunteer intention due to affective commitment (i.e., individual board member resilience → affective commitment → volunteer intention), (3) the specific indirect effect of individual board member resilience on volunteer intention due to normative commitment (i.e., individual board member resilience → normative commitment → volunteer intention), and (4) the total indirect effect of individual board member resilience on volunteer intention due to both affective commitment and normative commitment. Figure 9 illustrates the PLS mediation model, explaining each effect discussed.

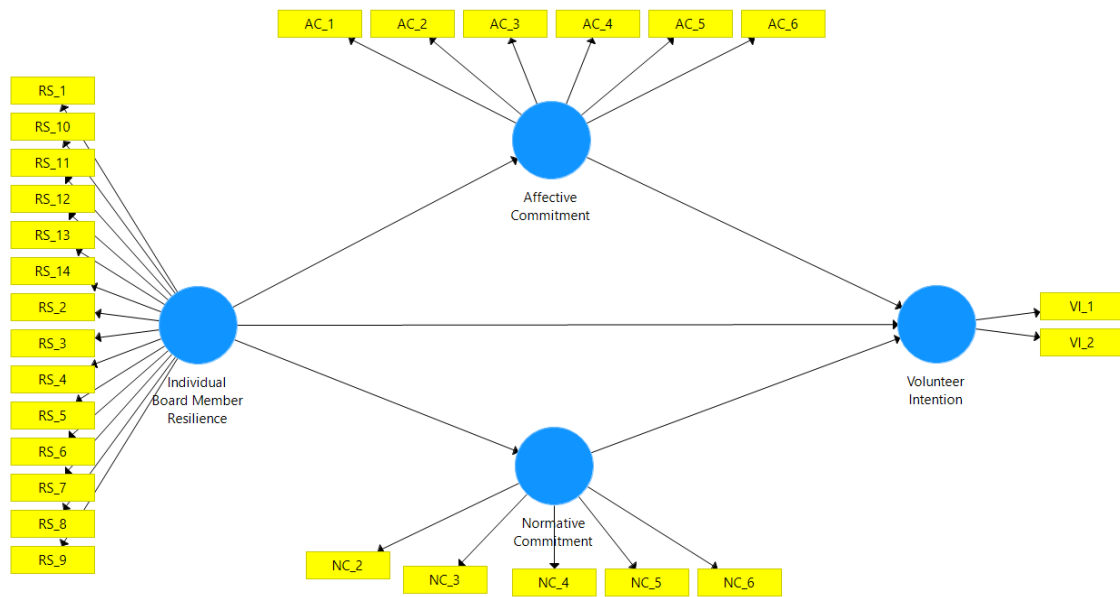


Figure 10. SmartPLS Mediation Model

When studying the R^2 of the fully mediated model, the R^2 for the relationship between individual board member resilience and affective commitment was at 0.054 and a path coefficient of 0.233; R^2 for the relationship between individual board member resilience and normative commitment was at 0.051 and a path coefficient of 0.226; and the R^2 for the relationship between individual board member resilience, affective commitment, normative

commitment and volunteer intention was at 0.300 and a path coefficient of 0.149. Figure 6 shows the model with path coefficients and p-values. Table 19 reports all R² Values.

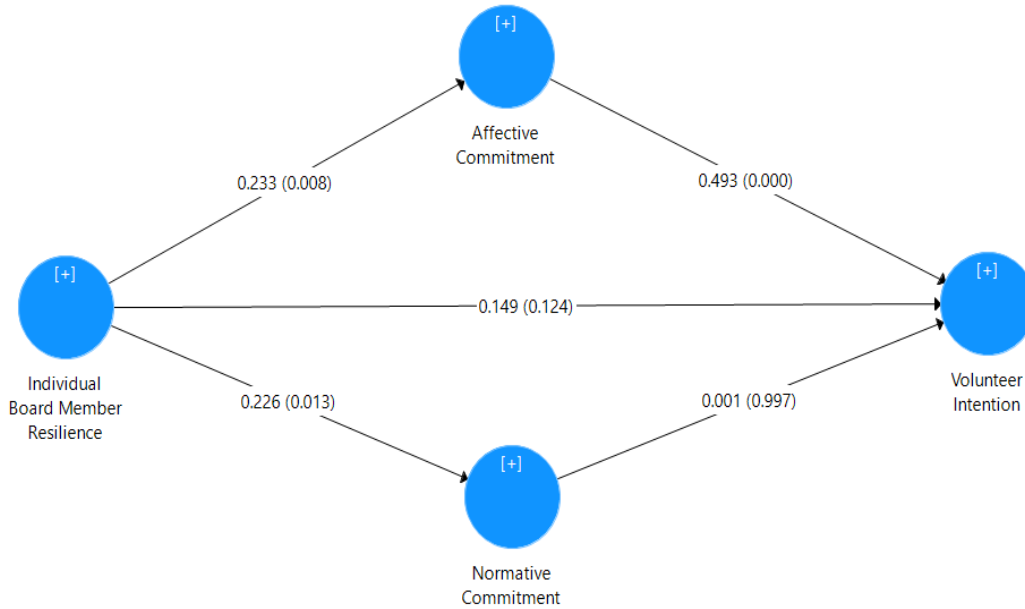


Figure 11. Full Mediation Model p-values and Path Coefficients

Table 19.

R Square Values for Full Mediation Model

	R Square	R Square Adjusted
Affective Commitment	0.054	0.047
Normative Commitment	0.051	0.043
Volunteer Intention	0.300	0.282

Blindfolding was performed to derive the Q² value per variable. The results showed a value of 0.042 for affective commitment, 0.038 for normative commitment, and volunteer

intention with a much higher value of 0.267. All above 0. The Q^2 values for the mediation model are depicted in Table 20.

Table 20.

Construct Cross-Validated Redundancy (Q^2)Mediation Model

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Affective Commitment	696	668.854	0.042
Individual Board Member Resilience	1624	1624	
Normative Commitment	580	558.89	0.038
Volunteer Intention	232	216.233	0.267

Effect size f^2 assessment on full mediation model

The effect sizes can be classified as .02 (small); .15 (medium); and .35 (large) (Hair et al., 2017, p. 208). All effect sizes reported would classify as small except affective commitment → volunteer intention (0.190) would be considered a medium effect. The others reported as follows: individual board member resilience → affective commitment (0.058); individual board member resilience → normative commitment (0.054); and individual board member resilience → volunteer intention (0.030); and normative commitment → volunteer intention (0.00).

Significance of path coefficients

The path coefficients are reflected in Figure 10 with the p-value for each. The p-value provides a measure of the probability that an observed difference may have occurred by chance. The smaller the p-value, the greater the statistical significance of the observed difference (Burns & Burns, 2008). The p-value approach uses the calculated probability to assess if there is enough evidence to reject the null hypothesis. The smaller the p-value the stronger evidence in favor of the alternative hypothesis. The p-value is considered significant if less than 0.05, and highly significant if less than 0.001.

As seen in Figure 10, the p-value is not statistically significant for a positive relationship between individual board member resilience and volunteer intention ($\beta = 0.154$, $t = 1.540$, $p\text{-value} = 0.124$), thus H1 is not supported. Recall that H1 predicted that individual board member resilience will positively impact volunteer intention. H2 predicted that individual board member resilience will positively impact affective commitment of a board member in a condominium association. This hypothesis is supported, as the relationship between individual board member resilience and affective commitment was statistically significant ($\beta = 0.255$, $t = 2.653$, $p\text{-value} = 0.008$)

In support of H2a, the p-value for the positive relationship between individual board member resilience and normative commitment of a board member in a condominium association is statistically significant ($\beta = 0.246$, $t = 2.496$, $p\text{-value} = 0.013$).

H4 predicted that a board member's affective commitment positively influences their intention to continue to serve on the board of directors of a condominium association. This hypothesis was supported, as the relationship is statistically significant ($\beta = 0.500$, $t = 3.986$, $p\text{-value} = 0.000$). H4a predicted that a board members normative commitment positively influences their intention to continue to serve on the board of directors of a condominium association. This hypothesis was not supported, as the relationship between normative commitment and volunteer intention was not statistically significant ($\beta = -0.004$, $t = 0.004$, $p\text{-value} = 0.997$).

H4b and H4c predicted the mediation effects of affective commitment and normative commitment on the relationship of individual board member resilience and volunteer intention. The total indirect effect of individual board member resilience on volunteer intention through mediation of affective commitment and normative commitment was significant ($\beta = 0.124$, $t =$

2.96, p-value = 0.022). Specifically, hypothesis H4b predicted that affective commitment would mediate the relationship between individual board member resilience and volunteer intention.

This is supported as the specific indirect effects of this variable was statistically significant, ($\beta=0.127$, $t = 2.148$, p-value = 0.032). Hypothesis H4c predicted that normative commitment would mediate the relationship between individual board member resilience and volunteer intention and was not supported, as the specific indirect effects of this variable was not statistically significant ($\beta= -0.003$, $t = 0.003$, p-value = 0.997). Table 21 and Table 22 report the path coefficients with significance and specific indirect effects respectively.

Table 21.

Path Coefficients Mediation Model: Bootstrapping Results

	Original Sample	β	Standard Deviation (STDEV)	T Statistics	P Values
AC -> VI	0.493	0.500	0.124	3.986	0.000
IBMRes -> AC	0.233	0.255	0.088	2.653	0.008
IBMRes -> NC	0.226	0.246	0.091	2.496	0.013
IBMRes -> VI	0.149	0.154	0.097	1.540	0.124
NC -> VI	0.001	-0.004	0.139	0.004	0.997
<i>Note: AC = Affective Commitment; IBMRes = Individual Board Member Resilience; NC = Normative Commitment; VI = Volunteer Intention</i>					

Table 22.

SmartPLS Specific Indirect Effects

	Original Sample	β	Standard Deviation	T Statistics	P Values
IBMRes -> NC -> VI	0.000	-0.003	0.038	0.003	0.997
IBMRes -> AC -> VI	0.115	0.127	0.054	2.148	0.032
<i>Note: AC = Affective Commitment; IBMRes = Individual Board Member Resilience; NC = Normative Commitment; VI = Volunteer Intention</i>					

Evaluation of Perception of Professionalization of CAM moderation (H3 and H3a)

Evaluating the moderating effect of perception of professionalization of the CAM on affective commitment and normative commitment was the final step in the analysis. A moderation is defined as the effect a third variable has on the relationship between two variables, which can ultimately influence the strength of the relationship between the two variables (Burns & Burns, 2008).

Each of the paths (links between perception of professionalization and affective commitment and normative commitment) were analyzed separately. The orthogonalizing approach for analyzing the moderating effect was utilized given that both the exogenous construct and moderator variable are measured reflectively (Hair et al., 2017, p.251). Figure 12 displays the structural model with the interaction term (moderation) entered in SmartPLS.

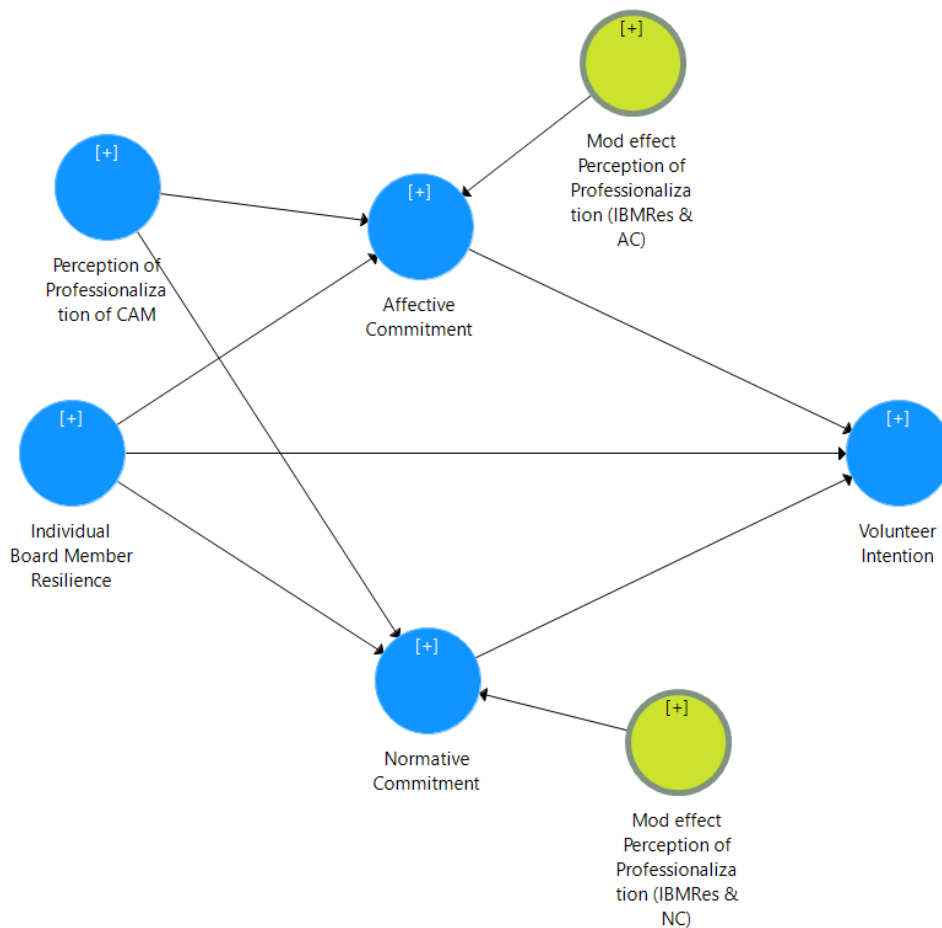


Figure 12. Structural Model with Interaction Term (Moderation)

H3 and H3a predicted that the perception of professionalization of the CAM would moderate the relationship between individual board member resilience and board member commitment (affective and normative). In order to explore the moderating effects of perception of professionalization of the CAM, a moderated path analysis was performed in SmartPLS to see if the predicted moderation of perception of professionalization on affective commitment and normative commitment is significant. Figure 13 depicts full path model which included perception of Perception of Professionalization of the CAM moderator and the p-values and path coefficients for the relationships.

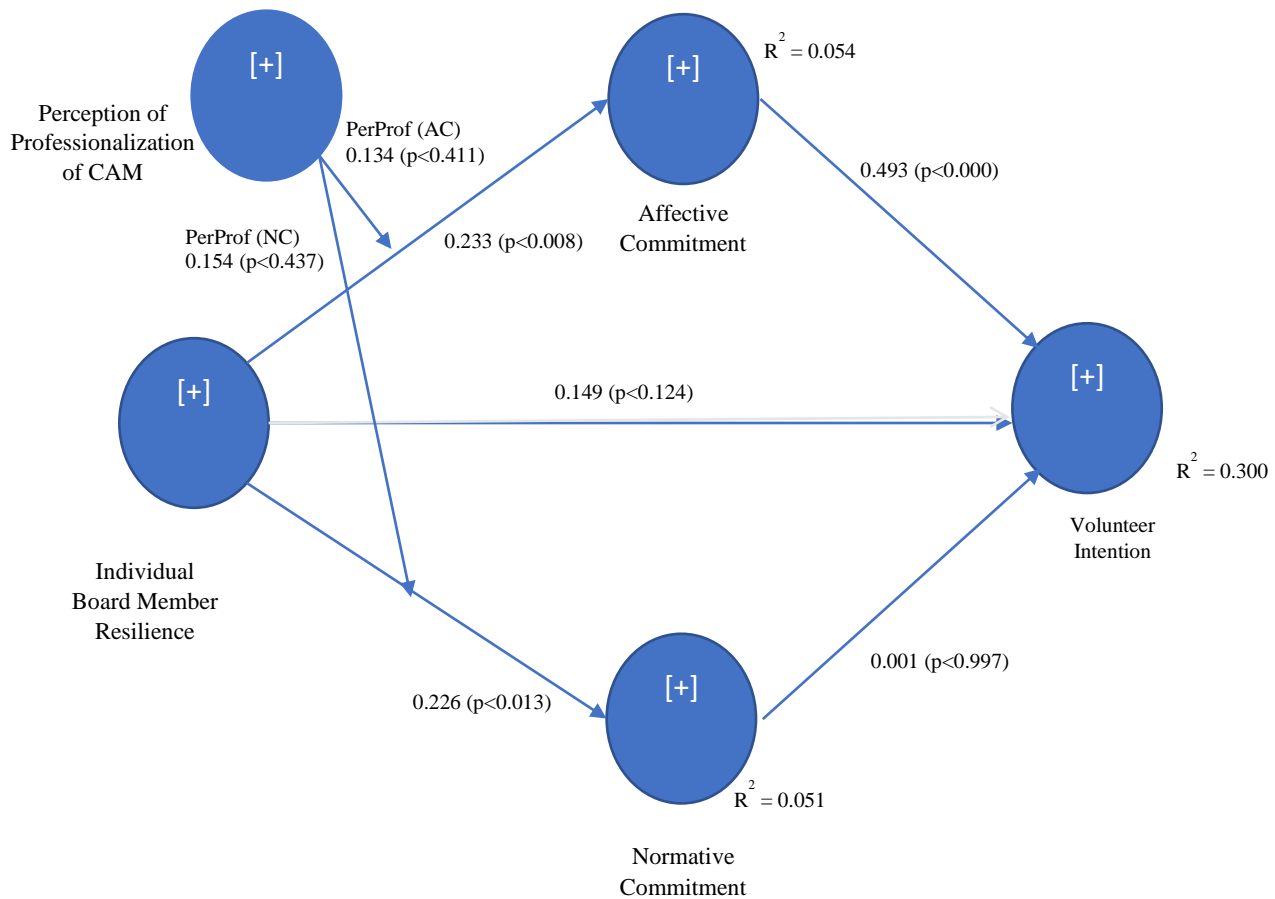


Figure 13. Full Model with Mediation and Moderation p-Values and Path Coefficients

H3 hypothesized that the perception of professionalization of the CAM will moderate the relationship between individual board member resilience and affective commitment of a board member in a condominium association. This hypothesis was not supported and the moderating effect of perception of professionalization of the CAM was not statistically significant: specific indirect effects (Table 23) ($\beta = 0.075$, $t = 0.749$, p value = 0.454) and path coefficients (Table 24) ($\beta = 0.157$, $t = 0.823$, p value = 0.411). H3a was also not supported. H3a predicted that

perception of professionalization would moderate the relationship between individual board member resilience and normative commitment of a board member in a condominium association. This hypothesis was not supported as the moderating effect of perception of professionalization of the CAM was not statistically significant: specific indirect effects (Table 23) ($\beta = 0.000$, $t = 0.009$, p value = 0.993) and path coefficients (Table 24) ($\beta = 0.161$, $t = 0.778$, p value = 0.437).

Effect size f^2 assessment on full moderation model

Lastly, the f^2 (effect size) for the moderating terms were reviewed. As previously mentioned, effect sizes can be classified as .02 (small); .15 (medium); and .35 (large) (Hair et al., 2017, p. 208). The effect size of the interaction term on affective commitment (0.024) and normative commitment (0.032) was small.

Table 23.
Specific Indirect Effects Moderated Mediation

	Original Sample	β	Standard Deviation	T Statistics	P Values
Mod effect Perception of Professionalization (IMBRes & AC)->Affective Commitment->VI	0.063	0.075	0.084	0.749	0.454
Mod effect Perception of Professionalization (IMBRes & NC)->Normative Commitment->VI	0.000	0.000	0.040	0.009	0.993

Note: NC = Normative Commitment; AC = Affective Commitment; IBMRes = Individual Board Member Resilience

Table 24.

Path Coefficients: Bootstrapping Results for Moderation

	Original Sample	β	Standard Deviation	T Statistics	P Values
Mod effect Perception of Professionalization (IBMRes & AC)->Affective Commitment	0.134	0.157	0.163	0.823	0.411
Mod effect Perception of Professionalization (IBMRes & NC)->Normative Commitment	0.154	0.161	0.198	0.778	0.437

Note: NC = Normative Commitment; AC = Affective Commitment; IBMRes = Individual Board Member Resilience

Test of Hypothesis

With a detailed understanding of the constructs in the study and the relationships among the constructs within the research model, the nine proposed hypotheses were tested. Table 25 summarizes the results of the hypotheses presented in this chapter.

Table 25.

Research Study Findings: Hypothesis Results

Hypotheses	Result
<i>H1: Individual board member resilience will positively impact volunteer intention.</i>	Not supported. ($\beta= 0.154$, $t = 1.540$, $p\text{-value} = 0.124$)
<i>H2: Individual board member resilience will positively impact affective commitment of a board member in a condominium association.</i>	Supported. ($\beta= 0.255$, $t = 2.653$, $p\text{-value} = 0.008$)
<i>H2a: Individual board member resilience will positively impact normative commitment of a board member in a condominium association.</i>	Supported. ($\beta= 0.246$, $t = 2.496$, $p\text{-value} = 0.013$)

<i>H3: The perception of professionalization of the community association manager will moderate the relationship between individual board member resilience and affective commitment of a board member in a condominium association.</i>	Not supported. ($\beta = 0.157$, $t = 0.823$, $p \text{ value} = 0.411$) Specific indirect effects ($\beta = 0.075$, $t = 0.749$, $p \text{ value} = 0.454$)
<i>H3a: The perception of professionalization of the community association manager will moderate the relationship between individual board member resilience and normative commitment of a board member in a condominium association.</i>	Not supported. ($\beta = 0.161$, $t = 0.778$, $p \text{ value} = 0.437$) Specific indirect effects ($\beta = 0.000$, $t = 0.009$, $p \text{ value} = 0.993$)
<i>H4: Board member's affective commitment positively influences their intention to continue to serve on the board of directors of a condominium association.</i>	Supported. ($\beta = 0.500$, $t = 3.986$, $p\text{-value} = 0.000$)
<i>H4a: Board member's normative commitment positively influences their intention to continue to serve on the board of directors of a condominium association.</i>	Not supported. ($\beta = -0.004$, $t = 0.004$, $p\text{-value} = 0.997$)
<i>H4b: The relationship between individual board member resilience and volunteer intention is mediated by affective commitment</i>	Supported. Specific indirect effects ($\beta = 0.127$, $t = 2.148$, $p\text{-value} = 0.032$)
<i>H4c: The relationship between individual board member resilience and volunteer intention is mediated by normative commitment.</i>	Not supported. Specific indirect effects ($\beta = -0.003$, $t = 0.003$, $p\text{-value} = 0.997$)

CHAPTER 5: CONCLUSIONS, MANAGERIAL IMPLICATIONS, LIMITATIONS, AND FUTURE RESEARCH

This chapter presents the findings based on the results of the data analysis conducted using SPSS and SmartPLS on the data collected from board members currently serving on a board of directors of a condominium association in the state of Florida. The results of this study will be useful for practitioners in the property management industry, specifically community association management, while also contributing to the academic literature and discussions on governance volunteerism. In addition, this study contributes to the extant literature on stewardship theory. This study appears to be the first to investigate the effects of individual board member resilience and its impact on volunteer intention, grounded in stewardship theory. This chapter begins by discussing the results of the research. A review of managerial implications follows. Limitations of the study are discussed next, and the chapter closes with a discussion of potential future research and conclusion.

Research Results

Against the backdrop of the effects of COVID-19, which has caused fear, panic, stress, and worry (Samantaray et al., 2020; Wang et al., 2020), this research study investigated the relationship between individual board member resilience, volunteer board members' organizational commitment, and the impact of these variables on volunteer intention in not-for-

profit board of directors in condominium associations. In addition, the study examined the moderating relationship that the perception of professionalization of the community association manager (CAM) has on individual board member resilience and volunteer board member commitment. The results of this research provide empirical insight into these phenomena, which has been limited in the academic literature.

Specifically, this study proposed the following three research questions:

1. In what way does an individual board member's resilience impact board member commitment in condominium associations?
2. How does perception of professionalization of the community association manager (CAM) moderate the relationship between individual board member resilience and board member commitment?
3. To what degree does board member commitment influence a board member's intention to continue serve on the board of directors of a condominium association?

In order to investigate these research questions, board members of condominium associations in the State of Florida were surveyed using Qualtrics. Given the difficulty of accessing this population (i.e., a hidden population), a snowball sampling method was implemented in which community association managers licensed by the Division of Business and Professional Regulation and CAI in Florida were sent the survey link and asked to forward it to all condominium association board members in their care. This provided the foundation to investigate the research questions proposed in this dissertation. Table 26 provides a summary of the results of the hypotheses in this study.

Table 26.
Summary of Hypothesis Results

Hypotheses	Result
<i>H1: Individual board member resilience will positively impact volunteer intention.</i>	Not Supported
<i>H2: Individual board member resilience will positively impact affective commitment of a board member in a condominium association.</i>	Supported
<i>H2a: Individual board member resilience will positively impact normative commitment of a board member in a condominium association.</i>	Supported
<i>H3: The perception of professionalization of the community association manager will moderate the relationship between individual board member resilience and affective commitment of a board member in a condominium association.</i>	Not Supported
<i>H3a: The perception of professionalization of the community association manager will moderate the relationship between individual board member resilience and normative commitment of a board member in a condominium association.</i>	Not Supported
<i>H4: Board member's affective commitment positively influences their intention to continue to serve on the board of directors of a condominium association.</i>	Supported
<i>H4a: Board member's normative commitment positively influences their intention to continue to serve on the board of directors of a condominium association.</i>	Not Supported
<i>H4b: The relationship between individual board member resilience and volunteer intention is mediated by affective commitment</i>	Supported
<i>H4c: The relationship between individual board member resilience and volunteer intention is mediated by normative commitment.</i>	Not Supported

The results of H1, which predicted that individual board member resilience will positively impact volunteer intention (direct effect), was in line with other studies investigating positive work-related outcomes that are impacted by people with high resilience (Ghandi et al.,

2017). While the hypothesis of a direct effect was not supported, the study did show a significant indirect effect such that volunteer intention was mediated by affective commitment. Individual board member resilience alone did not have a direct effect on volunteer intention. However, it can be concluded that individual board member resiliency leads to higher volunteer intention in condominium association board members through higher levels of board member commitment (affective commitment). Theoretically, this result is in line with other findings showing that the relationship between resilience and positive organizational outcomes is mediated by organizational commitment (e.g., Paul et al., 2016). This study appears to be the first to investigate resilience in this context, of condominium associations.

H2 and H2a were supported by the data. These results are in accordance with other empirical studies that found resilience influences organizational commitment, specifically affective and normative commitment (Paul & Garg, 2014; Paul et al., 2016). Empirical support for the relevance of these relationships provides valuable information to practitioners and academics in helping them to better understand the behaviors of board members in the not-for-profit domain whose primary efforts revolve around governance volunteerism, context which has not been explored in previous research.

Hypotheses H3 and H3a were not supported. Specifically, they investigated the moderating effect that perception of professionalization of the community association manager has on the relationship between individual board member resilience and affective and normative commitment, respectively. While the results did not support the hypothesized moderation at significant levels, the results did, in fact, support grounds for further investigation through the alternative direct relationship between perception of professionalization of the CAM and affective and normative commitment, in harmony with the tenants of stewardship theory

(Donaldson & Davis, 1989; 1991; Davis et al., 1997). Stewardship theory defines situations in which managers are not motivated by individual goals, but rather are stewards whose motives are aligned with the objectives of their principals (Davis et al., 1997). In the community association management industry, CAMs are charged with carrying out the objectives of the board of directors and are aligned in ensuring that the mission and goals of the community are aligned accordingly.

Hypotheses H4 and H4b were supported. With respect to H4, which predicted that a board member's affective commitment (AC) would positively influence their intention to continue to serve, results mirrored previous empirical conclusions establishing that a similar relationship existed when investigating organizational outcomes in the nonprofit setting (Macedo, Pinho, & Silva, 2015; Cha et al., 2011; Cichy et al., 2009). This study also found that AC is a more important form of commitment than is NC in influencing volunteer intention in board of directors of condominium associations. In addition, this finding is also consistent with previous research showing that AC has an effect on desirable organizational outcomes (Preston & Brown, 2004; Meyer et al., 2002). H4b, which predicted that the relationship between individual board member resilience and volunteer intention would be mediated by affective commitment, was supported. This reflects results of previous empirical studies which established that the relationship between resilience and organizational outcomes was mediated by organizational commitment (Paul et al., 2016).

Lastly, the remaining hypotheses, H4a and H4c, were not supported. These two hypotheses predicted that normative commitment would positively impact volunteer intention through a direct effect (H4a) as well as mediating the relationship between individual board member resilience and volunteer intention (H4c). These results deviate from other studies which

have reported that NC does have an effect on volunteer intention in the nonprofit realm (Cha et al., 2011). The disparity in results may be due to contextual differences in the study.

Specifically, while other empirical studies have investigated volunteer intentions in the nonprofit realm for board and committee members of private clubs and have reported an effect, there is a difference given that governance volunteers in condominium associations have a vested financial interest given their primary investment in the not-for-profit is there home. This provides an opportunity for further investigation into these phenomena.

Managerial Implications

This research study investigated the relationships among individual board member resilience, volunteer board member's organizational commitment, and the impact of these variables on volunteer intention in not-for-profit board of directors in condominium associations. Furthermore, the study explored the moderating relationship that the perception of professionalization of the community association manager (CAM) has on resilience and volunteer board member commitment. This appears to be the first empirical study to investigate these phenomena in the non-profit realm, specifically in the community association management domain. The results of this study provide valuable findings that are relevant to practitioners and executives in the community association management field. Further elaboration is provided in the paragraphs that follow.

Resilience is an area of research that has attracted much attention over the last couple of years, specifically in its applicability in the business realm. This interest has been enhanced by the impact that COVID-19 has had on all facets of business. Condominium associations are governed by a volunteer board of directors that serve without remuneration and are not immune

to the daily trials and tribulations. The importance of the aforementioned is evident with the support of H2, H2a, H4, and H4b.

Having empirical data supporting that individual board member resilience impacts whether an individual will continue to serve on the volunteer board of directors is information that is currently not available to practitioners. Specifically, this study shows that individual board member resilience effect on volunteer intention is mediated by affective commitment. Moreover, results further show that individual board member resilience has a positive impact on board member commitment (affective and normative). Affective commitment is an individual's state of emotional attachment to, identification with, and involvement in the organization, and, from the nonprofit board members' points of view, individuals who are affectively committed to the organization, may have an emotional attachment to the organization and might, therefore, desire to continue to serve on the board of directors. CAMs, as stewards, need to be mindful of this and make every attempt to ensure that their relationship with their respective boards are enhanced on an individual level. As stewards to the board of directors, CAM's have the ability to impact organizational objectives through the inherent principal-agent relationship.

The results of H3 and H3a found that the perception of professionalization of the community association manager did not moderate the relationship between individual board member resilience and board member commitment (i.e., affective and normative). While the results of the PLS-SEM analysis did not find the moderation statistically significant for this relationship, it is worth mentioning that an advantage to the use of PLS-SEM is its ability to provide additional paths that are significant (beyond those hypothesized in an original model). Such was the case with perception of professionalization of the CAM and affective commitment and normative commitment. Specifically, the path analysis in SmartPLS on the full model

reported a significant direct effect of perception of professionalism of the CAM on affective commitment and normative commitment with a significant p-value of 0.000 for both. This is fundamental to the tenants of stewardship theory in which this research is grounded (Donaldson & Davis, 1989; 1991; Davis et al., 1997). Community association managers have an ethical and contractual obligation to guide the board of directors in all aspects of the operation of the organization. Understanding that community association managers as stewards to the board are fundamental not only to the long-term success of the organization, but also impact board members on a personal level with implications for future volunteer intention, is critical data not currently available to individual CAMs nor management companies. Practitioners need to ensure that significant effort is made to deliver services that exceed the expectations of the board, ensuring mutual success for both. Lastly, the results of this study provide the foundation for future research in this domain.

The two aforementioned findings become more relevant with the support found for H4 and H4b. Both individual board member resilience and board member commitment (i.e., affective commitment) are instrumental in a board member's volunteer intention. When investigated holistically, we see that the community association manager plays a major role as an agent to the board through the personal interaction with each member of the board. It is imperative for practitioners and management firms to realize that community association managers are stewards to these boards, and their dedication, knowledge, professionalism, and ultimate commitment is instrumental not only for the success of the community they manage, but also for the long-term success of management companies in the industry.

These findings are the first step in providing practitioners and volunteer board members with information that will help in navigating the challenges that are faced in the industry,

especially during stressful times such as COVID-19. Specifically, for practitioners and management companies, these findings will provide an initial blueprint that will inform business strategies in enhancing not only the service delivery to their clients and overall business performance, but more importantly guide them in ensuring that the services being rendered will ultimately enhance the overall board experience at the individual level. In addition, this study provides preliminary validity for the perception of professionalization of the CAM survey instrument, which was currently not existent in the literature and created for this research.

Management firms must be cognizant that interactions with the CAM at the individual board member level is fundamental for long-term success of both the firm and condominium association, with the ultimate potential to result in higher profitability. In addition, this study contributes to the extant body of knowledge and provides empirical support for stewardship theory in the nonprofit realm.

Limitations

There are several limitations to the study that warrant mentioning. First, this study was isolated to board members of CIRA's (condominium associations) located in the state of Florida. Replication of the study focusing on condominium association board members in other states will continue to provide additional knowledge into these relationships. The next concern is sample size; while the sample size of 123 exceeded the 113 mentioned in the methodology discussion, other studies investigating resiliency and organizational outcomes have larger samples (Cha et al., 2011; Paul et al., 2016; Yousef & Luthans, 2007). Duplicating this study with a larger sample size will assist in further investigating the proposed relationships. In addition, this study relied on only self-reported data, possibly resulting in common methods bias

and social desirability issues, despite mitigating for them as discussed in Chapter 3. A future study may consider incorporating a mixed methods approach where qualitative research methods (i.e., focus groups, or semi-structured interviews) are used to provide additional insight into the studied relationships.

Another limitation to the study was not investigating the possible direct relationship of perception of professionalization of the CAM and board member commitment. The research model theorized, in line with the stewardship theory, that the perception of professionalization of the CAM would moderate the relationship between individual board member resilience and board member commitment given the inherent principal agent relationship. Instead, the data provided an alternative significant direct relationship between perception of professionalization of the CAM and affective commitment and normative commitment. While this is a limitation to this study, it also provides the opportunity for future research which deserves further investigation.

Future Research

Given the limitations previously mentioned, follow-up research addressing each of them may prove insightful. This study offers a foundation for new research opportunities. In investigating the domain of governance volunteerism, the present study was limited specifically to board members of condominium associations located in the state of Florida. Replication of this research in other states is warranted and can provide additional insight into this phenomena. In addition, replication of this study focusing on board members in homeowner's associations or other board governance relationships could augment the understanding of this important set of relationships. The context for such a study is similar given that HOA's are also CIRA's and are governed by a volunteer board of directors serving without remuneration.

Another area of future research is the investigation into the possible direct relationship between perception of professionalization of the CAM and affective commitment and normative commitment. This potential direct relationship is fundamental in stewardship theory. Further investigation will continue to provide empirical relevancy of the theory in the nonprofit domain, specifically centered on community association management, which is currently not available.

Finally, a comparative analysis between the two sample populations (condominium association board members and homeowner association board members), investigating if individual board member resiliency and volunteer intention is different among the two populations, is worthy of further investigation.

Conclusion

The U.S. property management industry, of which community association management is a subset, is valued at \$88.4 billion (Roth, 2020). In a volatile industry such as community association management, client retention is critical, and company success lies with the volunteer members of the board of directors. The results of this study provided empirical results in a domain that has been under investigated. Specifically, this study indicates that individual board member resilience does in fact have an effect on volunteer intention through the mediation of affective commitment. Planning and implementation of programs tailored to impact volunteer intention focused on the individual board member which in turn impacts board member commitment is valuable. This new knowledge provides practitioners with new information that was previously not available and will ultimately guide future business strategies and service delivery, leading to higher retention and profitability.

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Appendix A

Research Survey Instrument

You are invited to participate in this research study that investigates thoughts and feelings condominium board members have regarding their role and interaction with condominium association managers. This study is being conducted by Marcelo L. Martinez (Doctoral Student) in the Crummer Graduate School of Business at Rollins College. When responding to questions, please consider your current board member role at your condominium association. The survey should require approximately 10 minutes of your time. There are no risks associated with participating in this study. All of the responses in the survey will be recorded anonymously. While you will not experience any direct benefit from participation, information collected in this study will provide insight into concepts studied, which may help understand condominium association operations.

Participation in this research study is voluntary. If you decide to partake in the study and later change your mind, you have the right to remove yourself at any time. Please complete the questionnaire in its entirety, skipping questions may negatively impact the overall validity and contribution to this research study. If you have any questions regarding the survey or this research project in general, please contact Marcelo Martinez at (MMartinez1@rollins.edu), or Dr. Mary Conway Dato-on at MCONWAYDATOON@rollins.edu. If you have any questions concerning your rights as a research participant, please contact the Rollins College IRB Chair at jhouston@rollins.edu.

By completing and submitting this survey, you are indicating your consent to participate in the study. Your participation is greatly appreciated.

Q2 I am a board member serving on a board of directors of a Condominium Association located in the state of Florida.

Yes

No

Skip To: End of Survey If I am a board member serving on a board of directors of a Condominium Association located in the... = No

Q3 Please indicate your level of agreement with the following statements using the scale provided

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I feel proud that I have accomplished things in life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I usually take things in stride.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am friends with myself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I can handle many things at a time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am determined.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know I can get through difficult times because I've experienced difficulty before.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have self-discipline.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I usually manage one way or another.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I keep interested in things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can usually find something to laugh about.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My belief in myself gets me through hard times.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In an emergency, I'm someone people can generally rely on.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My life has meaning.

When I'm in a difficult situation, I can usually find my way out of it.

Q4 The following questions inquire about your current experience as a member of your condominium association's board of directors and your future intentions regarding that role. Please indicate your level of agreement with the following statements using the scale provided.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I would be very happy to spend many years on the board if it were allowed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really feel as if this board's problems are my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like "part of the family" at my board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel "emotionally attached" to this board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This board has a great deal of personal meaning to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a strong sense of belonging to this board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do NOT feel any obligation to remain with the board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Even if it were to my advantage, I do not feel it would be right to leave the board now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would feel guilty if I left the board now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This board deserves my loyalty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would not leave my position on the board right now because I have a sense of obligation to the people in it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I owe a great deal to the
board.

Q5 As a current member of your condominium association's board of directors think about your interaction with your community association manager when answering the following questions.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
The Community Association Manager has a professional relationship with me as a member of the board of directors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Community Association Manager is well versed with all relevant and applicable legal statutes and ordinances for the administration of the association.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Community Association Manager has the relevant knowledge to answer my questions pertaining to the governance and administration of the board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Community Association Manager possesses the appropriate knowledge specific to the needs of the condominium association.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Community Association Manager considers the interest of the board when providing guidance on association matters.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can trust the Community Association Manager to carry out the actions of the board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6 The following questions inquire about your future intentions with your current board of directors in your condominium association.

Extremely unlikely Somewhat unlikely Neither likely nor unlikely Somewhat likely Extremely likely

How likely are you to continue to serve as a volunteer board member at your condominium association?

Do you intend to run again for the board of directors when your term is up?

Q7 How many years have you served on the board of directors?

- Less than a year
- Greater than 1 year less than 3 years
- Greater than 3 years and less than 5 years
- Greater than 5 years

Q8 Which of the following reflects your current role on the board of directors?

- President
- Vice President
- Secretary
- Treasurer
- Director
- Member (at large)
- Other

Q9 Which of the following accurately reflects your association's annual budget?

- Less than \$500,000
- \$500,000 - \$999,999
- \$1,000,000 - \$1,499,999
- \$1,500,000 and over
- I am not sure
- Decline to answer

Q10 Which of the following best represents your age?

- 18-24
- 25-34
- 35-44
- 45-54

- 55-64
- 65 or older
- Decline to answer

Q11 What is your gender?

- Male
- Female
- Other
- I prefer not to answer

Q12 What is your race/ethnicity?

- African American
- Asian
- American Indian
- Hispanic
- White/Non-Hispanic
- Other
- I prefer not to answer

Q13 What is your highest level of education?

- Completed some High School
- High school or equivalent
- Completed some college
- Associate's Degree
- Bachelor's Degree
- Completed some post-graduate
- Master's Degree
- Doctorate, Ph.D. Law, Medical, or Professional Degree

Q14 What was your individual income before taxes during the past 12 months?

- Less than \$14,999
- \$15,000 - \$24,999
- \$25,000 - \$34,999
- \$35,000 - \$49,999
- \$50,000 - \$69,999
- \$70,000 - \$99,999
- \$100,000 - \$149,999
- \$150,000 or more
- Decline to answer

