

Examining Organizational Trust and Psychological Contracts Between Trade Associations and Their Members

A Framework for General Association Management

William Brent Felstead, PhD
William.Felstead@ciam.edu

California Institute of Advanced Management (CiAM), Alhambra, US

Kenneth Cromer, PhD
Kenneth.Cromer@trident.edu

Trident University International (TUI), Cypress, US

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Abstract – Management guru Peter Drucker describes trust as an essential commodity of all businesses within all levels of business operations and relationships. Trust must be mutual and reciprocal between shareholder and managers, employees and employers, sellers and buyers, and government and business. The topic of trust has been studied for years within the fore mentioned relationships, and although unknown until recently, has now been examined between trade associations and their respected members. Psychological Contracts, Organizational trust and an availability of alternatives have been determined to be a crucial component in the make-up of trade associations and their success. The practical implications for general management from this study are substantial as Associations, commonly referred to as trade associations, are a force in the American economy as well as in global industry. With approximately 22,000 national trade associations, 115,000 associations with state, regional, or local scope in the United States, and approximately 22,300 multinational, binational, and non-US national associations operate internationally. This study not only contributes to the literature but can be used in application in general management of the trade association model to increase trust in member relations, member attraction and member retention.

Keywords – Organizational Trust, Psychological Contracts, Trade Associations, Organizational Theory

1 Introduction

For thousands of years professionals and business firms have joined together for a synergistic relationship in their industry. Business or industry associations, professional clubs, societies, foundations, institutes, chambers of commerce, medieval guilds, trade unions – all fall under the same generic type of organization (Larrain & Prüfer, 2015). As early as the 10th and 11th

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century, during the Commercial Revolution, the first Merchants guild was designed to protect property rights of members against non-members (Volckart & Mangels, 1999). More recent researchers have stated that even though trade associations serve as agents for serving their members, researchers have “*surprisingly*” spent little time understanding them (Rajwani et. al., 2015). Associations, commonly referred to as trade associations, are a force in the American economy as well as in global industry.

Trade associations comprise a unique type of member-based, formal organization, that represents business interests in a specific context. Rather than serving as employees or customers of the organization, members of trade associations are individuals who serve as representative agents of specific businesses to the association. Membership in trade associations is voluntary, and members contribute dues and fees that underwrite the costs of the association (Lawton et. al., 2018). The employee bonds and obligations of the members are to the businesses they represent, rather than to the association of which they are a member. Members of trade associations enter into trust-based relationships just as employees and customers do, but these relationships are much different as members do not collect a salary nor pay for a product. Members join trade associations for a shared purpose in a given industry. Trade associations are different from other organizations in the fact they represent the collective business interests of their members in a specific context (Lawton et. al., 2018), working to influence policy, regulation, and public opinion to meet the needs of their members, and often act by setting informal standards and industry regulations.

In an effort to understand trust and psychological contracts practitioners and researchers continue to study what antecedents lead to diminishing organizational contribution. Little, if any empirical data on trust and psychological contracts in the arena of members of trade associations exist and with approximately 22,000 national trade associations, 115,000 associations with state, regional, or local scope in the United States, and approximately 22,300 multinational, binational, and non-US national associations operate internationally (Columbia/SIPA, 2018). this study not only contributed to the literature but can be used in application in general management of the trade association model to increase trust in member relations, member attraction and member retention. This study set out to understand psychological contracts and trust by association members to devise strategies for maintaining trust leading to strong psychological contracts, and in turn success for both parties.

Recognizable trade associations, not inclusive to this study but an example of the organizational model, to illustrate the importance of this study and its' implications in practice; The National Rifle Association (NRA), American Automobile Association (AAA), National Association of Home Builders (NAHB), National Restaurant Association (NRA), National Association of Realtors (NAR), American Bar Association (ABA), American Medical Association (AMA), American Institute of Certified Public Accountants (AICPA), and many others that represent all industries.

1.1 Trade Association Power

In a 2015 article Rajwani, et. al., (2015) detailed why management researchers must pay more attention to trade association and outlines the inferred collusion between the hotly contested “Big Pharma” and Obama’s Healthcare Reform Bill which led to an investigation by a Subcommittee on Oversight and Investigations and determined Big Pharma was so influential that the Obama White House felt compelled to “cut a deal” with Big Pharma to promote and eventually pass the controversial healthcare bill. If many trade associations have as much power as Big Pharma has in this example, it is imperative to understand the internal composition of trade associations.

An article titled “Why Trade Associations Matter: Exploring Function, Meaning, and Influence,” also states.

“TAs are an important feature of the business and social landscape that are under researched in studies of management and organizations” (Lawton, et.al., 2018 p. 5)

The author of this 2018 article recommends a 360-Degree approach in generating a robust understanding of Trade Associations, with focus on the member – firm level of analysis, the level of the Trade Association as an organization itself, and at the collective level composed of the members and the trade association.

This study, Examining the Relationship of Organizational Trust and Psychological Contracts Between Members and Trade Associations, opens the discussion that Lawton et. al. proposes as Trade Associations being complex and diverse organizations and encourages scholars to consider multiple approaches to and theoretical lenses on Trade Association research.

1.2 From a Practitioners viewpoint

The American Society of Association Executives (ASAE) is an association for associations. An understanding of organizational trust and psychological contracts between members and trade associations is beneficial for Trade Association executives in understanding the needs of their members. The ASAEs Research and Methodologies specifies that their goals include *satisfaction and engagement evaluation*. This study is a benchmark for trade association practitioners.

The study examined the trust and psychological contract between members and their trade associations which shed light on variables that could assist trade associations in member retention but also extended the theoretical body of knowledge surrounding psychological contract and organizational trust into a new context, thus filling a research gap in organizational relationships between members and their respective trade associations.

With associations being such an important feature of the business and social environment, adding the element that trust has declined in business, media, government and Non-Governmental Organizations, and the variable Trade Associations are under researched empirically (Lawton et. al., 2018), this research will start the conversation on a needed topic.

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Organizational trust and psychological contracts have been a topic of study for decades describing the relationship between customer and employees of their respective organizations. These constructs are important topics to understand, not only to researchers, but arguably even more important to practitioners, as the constructs are directly related to an organizations' "*bottom line*" (Dahlstrom et. al., 2014; Simmel, 1978). Both constructs have been proven related in the trade association business model.

2 Literature Review

There is much empirical evidence outlining the importance of organizational trust and psychological contracts, both in theory and practice, in an employee/customer and organization context. Although past studies of both topics predominantly measure organizational trust and psychological contracts between employees and their organizations, this study seeks to explore the organizational trust and psychological contracts that members of trade associations have towards their association. The assumption is that employees enter trust-based relationships expecting a mutually beneficial exchange, and therefore members of trade association join the organization for a similar mutually beneficial relationship. Customers pay for product or service, employees work for an organization in exchange for pay, and a member voluntarily joins an association to be part of and serve the interest of the collective whole of a specific business industry.

2.1 Psychological Contracts

Developments in psychological contract theory are largely dominated by Rousseau (e.g., 1989; 1995; 2001). Rousseau argues that the psychological contract is promise-based and, over time, takes the form of a mental model or schema, which is relatively stable and durable. Rousseau (1989) explicitly distinguished between conceptualizations at the level of the individual and at the level of the relationship, focusing in her theory on individual employees' subjective beliefs about their employment relationship. Crucially, the employer and employee may not agree about what the contract involves, which can lead to feelings that promises have been broken, or, as it is generally termed, the psychological contract has been violated (Smithson & Lewis, 2003).

Rousseau's conceptualization of the psychological contract focuses on the employee's side of the contract, as will this study. Much recent work has focused on the employee's understanding of the explicit and implicit promises regarding the exchange of employee contributions (e.g., effort, loyalty, ability) for organizational inducements (e.g., pay, promotion, security) (Rousseau, 1995, Conway & Briner, 2002). The employer's perspective has received less attention.

Mostly scholars use Rousseau's (1995) reciprocal conception (Levinson et al., 2003). This study did as well. Anderson and Schalk (1998) attempt to focus on the organization's obligation stating the psychological contract is a

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reciprocal set of unspoken agreements between the organization and the employee (Levinson et al., 2003). These agreements include the employee's obligations to the employer and the employer's obligation to the employee on issues such as job security, training and development, rewards, and career opportunities (Levinson et al., 2003). Baker (1996) also described psychological as true reciprocal contracts; he concludes that psychological contracts contain no less or no more than all expectations.

2.2 Organizational Trust

Trust between individuals (employees, the investing public, and shareholders) and organizations has been recognized as a critical variable for long-term financial success, yet this organizational trustworthiness has been threatened by questionable behaviours of political and corporate leaders (Caldwell, & Clapham, 2003). Trust is present when others are perceived as trustworthy (Meyer, Davis, & Schoorman, 1995). At the interpersonal level as noted by Mayer, Davis and Schoorman (1995), trust is extended to those who demonstrate ability or competence, benevolence or respect for the best interest of another, and integrity or congruent and honest behaviour. Per Dennis and Michelle Reina (1999), trust among organizational members is at an all-time low (Reina & Reina, 1999; Karl 2000; & Harrington, 2017). This all-time low trust continues due to the voracious appetite of the news media for possible wrongdoing, its role in forming public opinion, and its technological capacity to disseminate information widely and instantaneously (Yarn & Ide, 2003). Yarn and Ide also conclude that traditional methods of organizational response to allegations of wrongdoing and incompetence are proving less effective.

Organizational members want to be treated as valued and respected members of their work groups, not only as a means to an end (Brockner et. al., 1997). Trust is important in many interpersonal relationships in work organizations (McAllister, 1995). For managers and professionals in organizations, developing and maintaining trust relationships is especially important. Trust enables people to take risks: "where there is trust there is the feeling that others will not take advantage of me" (Porter et al., 1975, p. 497). Trust is founded on the expectation that one will find what is expected rather than what is feared (Deutsch, 1973). Many times, the individuals trust is centered on how they make decisions that affect how they behave: "Do they consider my interests and welfare?" These ideas together result in a definition of interpersonal trust as the extent to which a person is confident in, and willing to act based on, the words, actions, and decisions of another (McAllister, 1995). Although trust is important in organizational interpersonal relationships (McAllister, 1995), the focus here is on employee's trust for people in authority positions, such as their immediate supervisor or members of upper management (Brockner et. al., 1997). Studies have shown that employees trust in their organization's authorities affect work attitudes and behaviours in a variety of ways (Trussell, 2015). Generally, employees are more supportive and commitment-orientated to the organization the authorities represent. This support and commitment to

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authorities and their organizations are presented in a variety of ways (Brockner et. al., 1997). Subordinates who feel supportive of their organizational authorities are likely to be: (a). satisfied with the relationship with their authorities. (b). committed to the organization and its goals, and (c). behave in accordance to further the goals of authorities and the organization (Zagenczyk et.al., 2011). Konovsky & Pugh (1994) found employees were more apt to show evidence of organizational citizenship when they trusted their supervisors.

Trust has had numerous definitions by scholars over the years (Kurstedt, 2002) but a consensus among researchers concludes that trust is important in a range of organizational activities and processes such as team work, leadership, goal setting, performance appraisal, and in general, cooperative behaviours (Shockley-Zalabak, Ellis, & Winograd 2000; Axelrod, 1984; Elango-van & Shapiro, 1998; Gambetta, 1988; Jones & George, 1998; Mayer, Davis, & Schoorman, 1995; McAllister, 1995; Trussell 2015). Shockley-Zalabak, Ellis, et. al., further describe the definitions of how individuals experience trust has changed from emphases on intentions and motivations to that on behavioural orientations. Hosmer (1995), for example, views individual trust as one party's optimistic expectations of the behaviour of another when the party must decide about how to act under conditions of vulnerability and dependence.

The working definition of trust used for this study is derived from Mayer, Davis, and Schoorman (1995). The author states that; "The willingness of a party to be vulnerable to the actions of another party passed on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party" (Schoorman, 1995, p. 712). Thus, this definition of trust specifies multiple components: first, trust includes risk as a "willingness of the trustor to be vulnerable to another party"; second, trust is based "on the expectation that the other will perform a particular action". In other words, the trustor believes the trustee has the desire and the ability to enact the behaviour in question. Third, the behaviours that the trustor expects of the trustee must be important. For example, an employee that performs extra role behaviour might want to receive an unusually large pay raise or alternately may want to be treated by their authorities in psychologically rewarding ways (Brockner, Siegel Daly, Tyler and Martin, 1997).

2.3 Relationship between Organizational Trust, and Psychological Contracts

Just as trust is one party's optimistic expectation of the behaviours of another (Hosmer 1995), psychological contracts are the unwritten trust-based agreements employees enter relationships into with their employers that configure each side's contribution and expected rewards (Rousseau, 1995). Results from Sandra Robinson's research found that many respondents truly believed that their organizations would uphold their ends of the psychological contracts (Robinson, 1996). Even with an economy marked by massive reengineering, downsizing, and outsourcing efforts, most of these individuals really trusted their employers when they began their jobs. Not surprisingly,

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respondents who suffered a contract breach were likely to lower their contributions to the offending organization because they felt they could no longer trust their employers (Robinson, 1996). These year-old transgressions were so significant that neither promotions nor pay raises could counter their negative effects. Her results suggest that violated trust cannot be easily rectified or repaired by simply correcting the unmet expectations (Robinson, 1996).

When an employee believes they have been treated unfairly, their psychological contracts are breached. The employee's trust diminishes when they no longer feel they are treated fairly and their intentions and behaviours of working towards a common goal with their leaders and organization deteriorates. Thus, when a psychological contract is breached, the employee will be more likely to lower their contribution to the offending organization because they feel they can no longer trust their employer (Robinson, 1996).

There is substantial agreement across scholars that the perception that another's words tend to align with their deeds is critically important for the development of trust (McGregor, 1967). In the managerial environment of widespread downsizing and rightsizing, many time employees view these changes as violations of employers' commitments (Robinson, 1996). This environment has led to an increase in psychological contracts given its current relevance. Simons contends that the perceived pattern of managers' word-deed alignment or misalignment on a variety of issues is itself an important organizational element because it is an important antecedent to trust and management credibility (Simons, 2002). The perception is not only affected by manager's adherence to psychological contracts, but also by occurrences such as managers' behavioural adherence to espoused values, self-descriptions mission/vision statements and other long or short-term commitments that are less immediate to the employee (Simmons, 2002).

The construct of trust is widely recognized as both a central outcome and an antecedent in organizational studies (Simons, 2002). Trust and psychological contracts are related and have a profound effect on employee retention and performance. When a manager says one thing and does another their employee's trust in them diminishes. This is very closely related to psychological contracts, which is the individual beliefs, shaped by the organizations, regarding terms of an exchange agreement between individuals and their organization. In other words, when the employee believes one thing and the organization delivers less than promised there is a breach in the psychological contract.

With organizational trends, such as globalization, restructuring, and downsizing, psychological contracts are playing an increasingly vital role in researching employment relationships (Robinson, 1996). This organizational environment of rapid change has increased the likelihood of psychological contract breach such that the traditional contract of long-term job security in return for hard work and loyalty may no longer be valid and employees and employers are now reconsidering their mutual agreements (Sims, 1994). The relationship of employees and customers to their organizations is proposed as similar to members and their Trade Association. Association members who suffer a contract breach are similarly likely to lower their contributions to the offending organization, because they felt they could no longer trust their trade association (Robinson, 1996).

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2.4 Conceptual Framework

Empirical evidence has shown trust is related to behaviours between organizations and their customers, organizations and their employee as well as between organizations themselves (Argento & Peda, 2015). When trust is low, or non-existent, participation between entities diminishes leading to a breach in the psychological contract. One thing missing, in research, is an understanding of the characteristic of trade associations (Barnett et. al., 2010) signifying the significance of this study.

Trade associations are member based, formal organizations that represent business interests in a specific context. Membership in trade associations is voluntary and members contribute dues and fees that underwrite the costs of the association (Lawton et. al., 2018). As early as the 10th and 11th century, during the Commercial Revolution, the first Merchants guild was designed to protect property rights of members against non-members (Volckart & Mangels, 1999). More recent researchers have stated that even though trade associations serve as agents for serving their members researchers have “surprisingly” spent little time understanding them (Rajwani et. al.2015).

Lawton et. al., (2018) suggests three approaches for researchers seeking to delve into the under-researched topic. The approaches include reviewing strategically organizational design, delving into cultural design and applying available resourced-focused theories of management and organization. This study’s significance fills the knowledge gap as, it shares light onto the three voids in research pointed out by Lawton et. al., (2018). 1). First it sheds light on organizational design in the trade association realm. Burton and Obel (2018) states; “Experimentation permits us to examine what might be for organizational designs, which are not well understood or may not exist at all” and goes on to state organizations must be able to understand variables that define the multi – contingency theory of organizational design consisting of decisions, communication, trust and incentives. 2). Secondly the results outline the shared attitudes or beliefs of a social group, which is the definition of culture, and in this case shared values and attitudes between members and trade associations. 3). Thirdly, with trust and psychological contracts having an economic effect on an organization the results of this study can be used by applying available organizational trust and psychological resources to an under-researched organizational type, the trade association.

With trust a variable mentioned repeatedly in the literature as a mediator of psychological contracts the Organizational Trust Index with the constructs of competence, openness and honesty, concern, reliability and identification will be used in this research to measure inter organizational trust and its relationship between the psychological contract of members of trade associations. Additionally, a perception of available alternatives will be evaluated as a mediator between inter organizational trust and psychological contracts

3 Methodology

Organizational trust (OT) and psychological contracts (PC) and their relationship between these constructs have been extensively researched within the realm of employer-employee, it is important to also confirm their relationship in the under-researched realm of the trade association and their members.

A survey instrument titled the Organizational Trust Index (OTI) was used to measure the 5 dimensions of organizational trust (Shockley-Zalabak, Morreale et. al., 2010). The Organizational Trust Index was developed by researchers and practitioners funded by a grant from the International Association of Business Communicators Research Foundation.

Five Dimensions:

1. Concern, as psychological contracts go, reflect the attention the association members receive in the form of coaching, encouragement and support (McDermott, Conway, Rousseau & Flood, 2013).
2. Reliability dimension captures commitment and doing what the trade association states it is going to do. Organizational reliability and predictability, per leading psychological contract researchers, is critical in the development of trust among stakeholders (Robinson and Rousseau, 1994; Baksh, 2010).
3. Identification dimension relates to the individual or firms' establishment of a connection with peers, management or the organization as a whole. (Shockley-Zalabak, P., Ellis, K., & Winograd, G., 2000).
4. Openness and honesty is reflected in how organizations communicate about problems, engage in constructive disagreements, and provide input into job-related decisions". (Shockley-Zalabak et. al., 2010 p. 32). Honesty as a construct of trust is a mediating variable in psychological contracts (Krishnan, Marinich & Shields, 2012).
5. Competence is "the ability of the organization through its leadership, strategy, decisions, quality, and capabilities to meet the challenges of its environment". (Shockley-Zalabak et. al., 2010, p. 29). Competence is measured by the organizations ability to meet its objectives and as a component of trust is reflected in the evaluation of psychological contracts (Isaksson et.al., 2003).

The researchers set out to understand what organizations determine critical to their business success on a global scale across various borders and different languages. In the beginning 53 companies were procured from Hong Kong, Australia, Italy, India, Japan, Singapore and the United States. Participating organizations with workforces between 100,000 and 146,000 were balanced among diversity of organizational types in the manufacturing and service sectors such as chemicals, pharmaceutical, technology, retail, insurance, finance, healthcare, hospitality as well as not-for-profits, government and education.

The research began with 20 cross-industry focus groups asking open ended questions designed to identify drivers of trust. The results of the focus

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groups reflected five dimensions of organizational trust which were tested in a 232-item survey written in Italian, Chinese, English and Spanish. Over 4,000 respondents completed the questionnaire representing 25 US states and 11 cities in other countries. The original OTI research team determined the five variables were strong and stable predictors of organizational trust across industries, languages, and cultures and the more positive the score the more effective the organization was perceived to be and oppositely the lower score projected less job satisfaction and productivity.

Sinclair (2013) also confirmed reliability of the organizational trust scales with a Competence $\alpha = .87$, an Openness/Honesty $\alpha = .92$, a Concern $\alpha = .90$, a Reliability $\alpha = .84$, an Identification $\alpha = .84$ and an overall trust score for all 29 questions $\alpha = .97$. According to Klein (2001), a Cronbach's alpha score of 90 is considered "excellent" a score of 80 is considered "very good" and around 70 is "adequate and therefore reliability is affirmed for the organizational trust measure.

To measure psychological contracts, four items developed by Tekleab and Taylor (2003), similar to Robinson et al. (1994), were used. Tekleab and Taylor measured the psychological contract, determining if the "Company" had fulfilled its obligations to the employee just as the "Employee" has fulfilled their obligation to the company. For the purpose of this study the scale was a 5-point Likert measurement but was not reversed as Tekeab and Taylors were. Tekeab and Taylor reported a coefficient alpha of 0.92 in organizations' obligation to employee, representing good reliability, and a coefficient alpha of 0.77 in the employees' obligation to the organization representing acceptable reliability.

An additional question was added to the survey as a measure to determine if an availability of alternatives is a moderator between organizational trust and psychological contracts. Mamonov (2014) asserts availability of alternatives is a "critical constraint" and has been determined to moderate the "impact of betrayal across different contexts" (p. 39). Lack of alternatives has been empirically determined to affect psychological contracts. Robinson (1996) stated that "outcomes associated with psychological contract violations in the organizational context were affected by the availability of alternative employment options" (cited in Mamonov, 2014, p. 39). Although Mamonov found no support in his findings, it is suspected that availability of alternatives with other associations could be a moderator between organizational trust and psychological contracts. Mamonov notes the factor correlation for alternatives at 0.88 with an alpha of 0.718 suggesting sufficient validity and reliability.

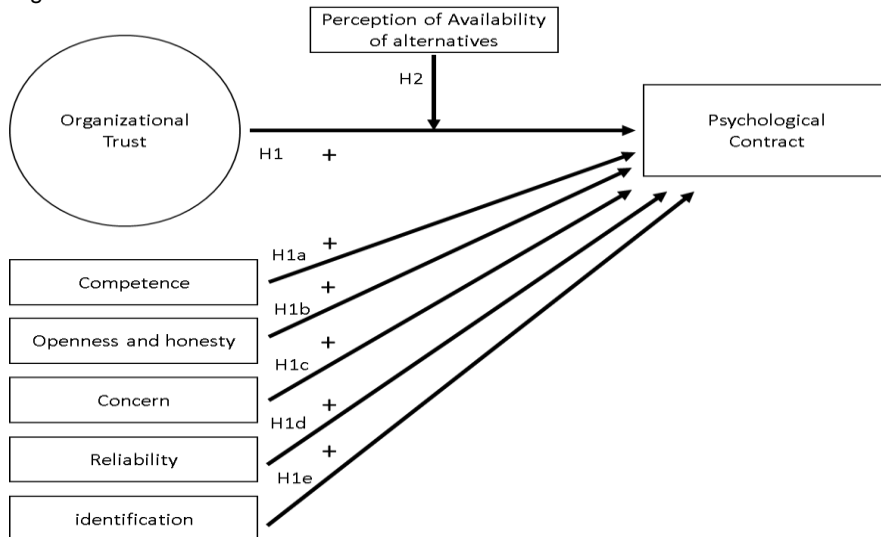
3.1 Research Model.

Empirical evidence has shown that trust is related to behaviours between organizations and their customers, organizations, and their employee as well as between organizations themselves (Argento & Peda, 2015). When

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employee perceptions of psychological contract are strong, organizational trust is high. When trust is low, or non-existent, participation between entities diminishes leading to a breach in the psychological contract (H1). Due the fact there is little or no research between members and trade associations the dimensions of OT may or may not exhibit the same relationship to PC as in the context of employee/customer and their organization. The relationship of OT to PC is examined then the question is asked, does an organizational trust construct provide a stronger prediction of psychological contracts when compared to the prediction of the underlying organizational trust dimensions: competence, openness/honesty, concern, reliability, and identification in trade associations (H1a-H1e)? If there are many trade associations available in a particular industry, the relationship between trust and contract might be greater than if there were no alternative associations available (H2). See research model Figure 1.

Figure 1.



Research Questions.

Research Question	Hypothesis
1). What is the relationship between organizational trust and psychological contracts in the context of trade association Members?	H1: Organizational trust is positively related to psychological contracts between Trade Associations and its members.
2). Does an organizational trust construct provide a stronger prediction of psychological contracts when compared to the prediction of the underlying organization trust dimensions: competence, openness/honesty, concern, reliability, and identification in trade associations?	H1a: Competence is positively related to psychological contracts. H1b: Openness and honesty is positively related to psychological contracts. H1c: Concern is positively related to psychological contracts. H1d: Reliability is positively related to psychological contracts. H1e: Identification is positively related to psychological contracts.
3). How does an availability of alternatives affect the relationship between organizational trust and psychological contracts?	H2: Availability of alternatives moderates the relationship between organizational trust and psychological contracts.

3.2 Trade associations surveye

The survey group consisted of members of 7 trade associations, two created not for-profit and five for-profit, in different but related industries, and with members ranging in scope from sole-proprietor to heads of corporations. Each member is an individual or firm representative of a distinct organization, geographically disbursed with even an international reach, with educational levels varying from industry certifications to PhD's.

- National Association of Review Appraisers and Mortgage Underwriters (NARAMU).
- International Society of Meeting Planners (ISMP).
- Environmental Assessment Association (EAA).
- International Real Estate Institute (IREI).
- Housing Inspection Foundation (HIF).
- Association of Construction Inspectors (ACI).
- National Association of Real Estate Appraisers (NAREA).

3.3 Survey delivery

Three waves of the survey were sent to the 7 Trade Associations' Constant Contact members and LinkedIn.com groups. After the last survey delivery, with a very small number of respondents opting out, resulted in an overall population of 5,834 Constant Contact emails and 18,599 LinkedIn.com group members. The Constant Contact emails are "active emails" known to be actual

Trade Association members at one time. The LinkedIn.com groups were created using the same active emails, and it is therefore highly likely the same respondent received the survey invitation through both channels.

The inclusion of the LinkedIn.com groups was to ensure optimal coverage, and not factored in with the overall sample size; many of the LinkedIn.com group members, have been accepted into the groups as being affiliated with the groups respective industry, but not necessarily actual Trade Association members themselves. In fact, a few responses came back from respondents stating they were not members, therefore not participating in the research.

The final sample after 3 waves of survey invitations, sent through both channels, resulted in a sufficient sample representing the target group. Results show 92% of respondents have been a formal member of the respective Trade Association, and 98% are some forms of organization. Power analysis was performed with 100 entered as a minimal sample size which detected a score of 0.4598 for one tailed H1 – H1e and 0.9185 for two tailed H2.

Surveys returned with substantial information missing were deleted; those with random items missing had the data replaced with the mean value of the missing score. Such substitution has been shown not to alter overall findings as long as not more than 15% of the original data are missing (Creswell, 2005). Confirmatory factor analysis was used to ensure internal consistency of all items for each variable scale, noting Cronbach's alpha values for each variable to ensure the reliability of item-total correlations.

3.4 Data analysis

Prior to entering variables into a regression analysis, Descriptive Statistics were examined to ensure that Mean and Median values to ensure a normal curve demonstrated in Table 1. Mean and Median are fairly close together, indicating that the data is symmetrical.

Table 1. Examination of the Variables

N = 105	Org Trust	PC Index	Competence	Open/Honest	Concern	Reliability	Identification	Avail. of Alt.
Mean	3.407	3.627	3.577	3.382	3.501	3.663	3.376	3.87
Median	3.410	3.500	3.50	3.333	3.310	3.50	3.30	4.00
Std. Error	.0900	.0831	.1010	.0954	.0904	.0866	.1014	.0943
Std. Deviation	.9542	.7972	.9685	.9152	.8674	.8308	.9721	.9043

A correlation matrix was created to review the relationship between the hypotheses, Correlation provided a general idea of the linear relationship between variables illustrated in Table 2. A *p*-level of <.05 was used to establish statistical significance.

Table 2. Pearson's Correlation Matrix

Scale	Org Trust	PC Index	Compe- tence	Open/Hon- est	Con- cern	Relia- bility	Iden- tifi- ca- tion
Org Trust	1						
PC Index	.771**	1					
Compe- tence	.894**	.819**	1				
Open/Hon- est	.963**	.806**	.884**	1			
Concern	.891**	.864**	.911**	.941**	1		
Reliability	.821**	.826**	.917**	.883**	.926**	1	
Identifica- tion	.943**	.818**	.873**	.933**	.906**	.838**	1

** Correlations are significant at the 0.01 level (2-tailed)

Linear regression analysis was used to test Hypotheses H1-H1e, and a multiple regression analysis was used to test H2 relationships. Moderating interaction effects were further investigated by regression analysis using a created interaction variable that was created by multiplying the standardized scores of *organizational trust* and *availability of alternatives by psychological contract*.

3.5 Validity

Confirmatory Factor Analysis (CFA) was used to assess convergent validity using the following measures. The coefficient ω (Raykov, 2001), the coefficient ω_2 (Bentler, 2009), and the Average Variance Extracted (Fornell & Larcker 1981). Table 3 illustrates the Chi-square test is not significant ($p > 0.05$), RMSEA < 0.05 , CFI > 0.95 , TLI > 0.95 and SRMR < 0.08 .

Table 3. Measures to Assess Validity

Meas.	CHISQ	DF	P	CFI	TLI	RMSEA	SRMR
Result	487.7	479	0.38	1.0	1.0	0.01	0.05

Following table 4, reveals that all the values of Omega and/or AVE are higher than 0.70, therefore the validity is fulfilled.

Table 4. Examining Validity of Measurement

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Variable	Omega	Omega ²	AVE
Competence Q3; Q10; Q14; Q18	0.90	0.90	0.77
Openness Q1; Q6; Q11; Q12; Q13; Q15; Q20; Q23; Q27	0.93	0.93	0.69
Concern Q4; Q7; Q16; Q21; Q24; Q28; Q29	0.93	0.93	0.77
Reliability Q2; Q8; Q17; Q25	0.90	0.90	0.75
Identification Q5; Q9; Q19; Q22; Q26	0.94	0.94	0.82
Psy. Contracts. Q31; Q32; Q33; Q34	0.75	0.75	0.65

3.6 Reliability

Three tools were used to determine reliability of the measurement as evident in Table 5. Cronbach's α , Guttman's λ_6 , and the Dillon-Goldstein ρ . Generally speaking, when researchers achieve an α , λ_6 , and/or ρ greater than 0.70 reliability is considered acceptable, and in this case the results surpass the acceptable level demonstrating an excellent level of reliability illustrated in Table 5.

Table 5. Examination Reliability of Measurement

	Cronbach's α	Guttman's Lambda λ_6	Dillon-Goldstein's ρ
Competence Q3; Q10; Q14; Q18	0.89	0.86	0.93
Openness Q1; Q6; Q11; Q12; Q13; Q15; Q20; Q23; Q27	0.93	0.93	0.94
Concern Q4; Q7; Q16; Q21; Q24; Q28; Q29	0.91	0.90	0.93
Reliability Q2; Q8; Q17; Q25	0.85	0.81	0.92
Identification Q5; Q9; Q19; Q22; Q26	0.90	0.89	0.94
Psy. Contracts Q31; Q32; Q33; Q34	0.85	0.85	0.90

3.7 Hypothesis testing

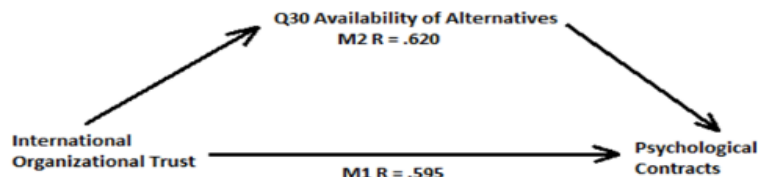
Regression analysis was used to test Hypotheses 1 – 2. R^2 measures how close the data is to the regression line and Table 6 displays the R^2 results. R^2 , as a percentage, is always between 0 and 1 with 0 indicating the model explains *none* of the variability surrounds the mean and 1% indicating *all* for the variability of the response data is around the mean. All constructs' results span between \approx 55% and 60% illustrating more than half of the data fits the model.

Generally, a higher R^2 represents a better model fit but, in some instances, it is fine to have a lower R^2 value. In fields attempting to predict human behavior, such as psychology, R^2 -values are expected to be lower, as humans are harder to predict than, for instance, physical processes (Frost, 2013). Arguably, the element of human behavior prediction in the psychological contracts constructs applies in this study. Aside from the R^2 , according to Frost (2013), the coefficients "*still represent the mean change in response for one unit of change in the predictor while holding other predictors in the model constant*" (p. 1). For H1, for example, the beta coefficient for Organizational Trust in the table is 0.667. This means that for every one-point increase in Organizational Trust, the model predicts that Psychological Contracts will increase by 0.667 points illustrated in Table 6.

Table 6. Summary of Goodness to Fit Values

Regression Option	Independent Var-Y Range	Dependent Var-X Range	Statistical Test	R Square	Beta Coefficient	Significance P-value
Hyp 1	Org Trust	Psych Cont	Linear Reg	.595	.667	$p < .0001$
Hyp 1a	Competence	Psych Cont	Linear Reg	.586	.628	$p < .0001$
Hyp 1b	Open & Hon	Psych Cont	Linear Reg	.549	.612	$p < .0001$
Hyp 1c	Concern	Psych Cont	Linear Reg	.574	.699	$p < .0001$
Hyp 1d	Reliability	Psych Cont	Linear Reg	.572	.762	$p < .0001$
Hyp 1e	Identification	Psych Cont	Linear Reg	.578	.595	$p < .0001$
Hyp 2	Org Trust Avail of Alts	Psych Cont	Mult Reg	M1-.595 M2-.620	M1-.771 M2-.776	$p < .0001$

Aside from the organization trust and psychological contract analysis between members and trade associations H1a – H1e, H2 sought to determine if an availability of alternative moderates the relationship between organizational trust and psychological contracts. In other words, if a competing trade organization is known and available is it a factor?



Availability of Alternatives Statistical Data above in Figure 1, provides a clear change in R^2 . The change in $R^2 = .025$, meaning that it accounts for 2.5% of the variance. This is the percentage increase by the addition of the interaction term (Availability of Alternatives). The increase is statistically significant ($p < .011$), indicating that the availability of alternatives does moderate the relationship between Organizational Trust and Psychological Contracts.

4 Results

Both psychological contracts and organizational trust have been linked as a determinant of member retention in their respective trade association. Pearson's Correlation scored .771 with $p < .01$ indicating a strong linear association meaning as Psychological Contracts increases, Organizational Trust also increases.

This was demonstrated by a strong linear relationship between with R^2 scores 60% with a beta of .667 meaning for every 1-point increase in organizational trust results in a .667-point increase in psychological contracts. Pearson's correlation also scores .771 illustrating a strong positive correlation. Organizations can now understand if organizational trust diminishes between members and trade associations psychological contracts fade which would lead the member to pull away from the trade association.

5 Discussion of findings

The results from this research fill a gap in the research literature and offer scholars and practitioners insight into organizational trust between members and trade associations. This research is important as Trade Associations are organizations that are critically important that work at the interface of society and industry and surprisingly little research has been performed to understand them (Rajwani, et. al., 2018)

Survey respondents were determined to be either a current member or a past trade association member and were geographically distributed throughout the United States. The percentages of respondents in the five regions of the US coincide with the US Census Bureaus' Population

Distribution, or “nighttime map”, where the larger percentages of respondent are in the areas with denser populations. (US Census Bureau, 2010).

Just as past research has shown a relationship between organizational trust and psychological contracts between (a) employees and organizations and (b) customers and organizations, the results discussed above show there is a relationship between organizational trust and psychological contracts in the organizational context of Trade Associations and their members. This was demonstrated by the strong linear relationship between with R^2 scores 60% with a beta of .667 meaning for every 1-point increase in organizational trust results in a .667-point increase in psychological contracts. Pearson’s correlation also scores .771 illustrating a strong positive correlation. Organizations can now understand if organizational trust diminishes between members and trade associations psychological contracts fade which would lead the member to pull away from the trade association and possibly seek out another Trade Association to join.

This research also determined that, within the context of Trade Associations and their members, an organizational trust construct provides a stronger prediction of psychological contracts when compared to the prediction of the underlying organizational trust dimensions: competence, openness/honesty, concern, reliability, and identification in trade associations. R^2 scores highest at 60% over the 5 underlying organizational trust dimensions and Pearson’s correlation scores parallel in ranking from highest to lowest as illustrated in Table 7.

Table 7. Prediction Values of IOT to PC Versus Underlying Trust Dimensions

Constructs	R-sq.	Pear-son’s
Organizational trust - psychological contracts	60%	.771**
Competence – psychological contracts	59%	.765**
Identification – psychological contracts	58%	.760**
Concern – psychological contracts	57%	.757**
Openness and honesty – psychological contracts	55%	.741**
Reliability – psychological contracts	57%	.756**

6 Implications in practice

Trust and psychological contracts have long been a topic of study to describe the relationship between customer and employees and organizations. These constructs are very important topics to understand, not only to researchers, but arguably even more important to practitioners, as they are directly related to an organization’s “bottom line” (Dahlstrom et al., 2014;

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Simmel, 1978). Rarely are both constructs not paired together in literature, and even though early researchers argued that trust and contracts are not empirically related recent research has concluded otherwise.

Argento & Peda (2015) argued that trust and contracts are substitutes or complements of each other as contingencies among individuals and organizations in keeping their shared interests aligned. Trust and contracts have been shown to be the common denominator of success between organizations and their employees and customers, and now this research demonstrates that Members are the common denominator of success of Trade Associations. Trade Associations are a force in the American economy as well global industry and, being research on the topic is astoundingly unavailable, this research begins the conversation on the topic.

7 Applications as they apply to general management

Trade associations' organizational structure make up a similar hierarchical structure as other organizations with an Executive Director at the head of the organization in the trade association setting, similar to a CEO. Other personnell would include administration such as, member benefits manager, lobbyist and grant writers.

Trust and psychological contracts have been a topic of study for decades describing the relationship between customer and employees of their respective organizations. These constructs are important topics to understand, not only to researchers, but arguably even more important to practitioners and general managers, as the constructs are directly related to an organizations' "bottom line" (Dahlstrom et. al., 2014; Simmel, 1978). Rarely are both constructs not paired together in literature. Even though earlier researchers argued trust and contracts are not empirically related, recent research has found the opposite. Argento & Peda (2015) determined trust and contracts are complements of each other as contingencies among individuals and organizations in keeping their shared interests aligned. Even though trust and psychological contracts have been postulated to be the common denominator of success between employees and customers and their organizations, researchers have "devoted surprisingly little attention to understanding" trade associations, (Rajwani et. al., 2015, p. 224). However, research between the shared interests of members within their trade associations is nonexistent.

This study, now bridging the gap between entities titled members and firms adds to the discussion that understanding organizational relationships, practitioners can assist in enhancing the "bottom line" by recognizing the constructs are viable and applicable in a member to trade association setting. When trust increases between members and their trade associations, psychological contracts strengthen which further enhance the relationship. Adversely, if trust decreases then so does the perceived psychological contract, and member will pull away from the trade association.

Furthermore, this research indicated that availability of alternatives does affect the relationship between organizational trust and psychological contracts. Members and firms are very aware of competing organizations they can join if trust diminishes or there is a breach in the psychological contract.

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