The Search for Social Capital Transference in Associations:

The Case of the Verrado Assembly

by

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ABSTRACT

This mixed-method study of a community association discusses the potential for a comeback in associationalism. This comeback is posited to first occur within associations before it can occur across associations. This study discusses research on associations and critiques its failure to not go far enough to understand how to spur this comeback. In particular, this study suggests that future research needs to focus more on the psychological components of social capital and pay more attention to the more informal forms of association behavior.

The findings of this community case study provide a preliminary model of psychological social capital development and transference. The findings suggest that Herzberg's (1959) factors, attitudes, and effects complex still holds merit after considering psychological social capital effects, specifically cognitions and behaviors. Evidence from looking at associational and community involvement is presented that suggests that psychological social capital can be transferred between associations and their respective communities. A framework for intentionally stimulating psychological social capital transference is presented based on an association's leadership program. Thus, psychological social capital transference as a theory is presented for consideration in future research and application.

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Introduction

Our disciplines shape the ways we interpret and understand the world around us (Abbott, 2001). Their subcomponents are defined based on shifts in paradigms, specialization or fragmentation within different disciplines, and influences from disciplines outside of a specific discipline in question (Abbott, 2001; Kuhn, 1966). They aim to identify problems and approaches, form methods of inquiry, create discourses, and institutionalize forums of competition (e.g., academic journals associations, or educational programs) (Coggin, 1997). They encapsulate all of what is known within an academic field, how all that is known is known, and how what is known is discussed among others; they are spatial objects with boundaries (Sleven, 1996).

The restructuring or transcendence of disciplines relies on the boundaries of academic fields and developments in theory (Abbott, 2001). Acknowledging this thought, this piece works to push and break through the boundaries of the community development field and community development as a formal discipline. This dissertation works to build upon community development theory and incorporate work from other related fields and disciplines to respond to two research questions: (1) How is psychological social capital built within an association; and (2) how does psychological social capital within the association become transferred from inside the association to the larger outside community?

This dissertation outlines a process of discovering the possible existence of psychological social capital transference between community associations and the communities they serve. The first section addresses the importance of associationalism in society. The second section presents a model of involvement and engagement in

associations, which represents how psychological social capital is built within associations. The third section presents a model for psychological social capital and transference. The fourth section outlines the community case study of the Verrado Assembly and its larger community Verrado. The fifth section outlines the mixed methods used. The sixth section describes the study's constructs, their reliability and validity from the quantitative methods, and presents examples of them derived from the qualitative methods. The seventh section discusses how psychological social capital is built in the Verrado Assembly and how psychological social capital is transferred from that association to the Verrado community. The eighth and final section discusses this study's findings and limitations while providing recommendations for future research on psychological social capital in associations.

The Comeback of Associationalism

Aside from for-profit corporations, associations are likely the most powerful organized groups in the United States. They encompass independent groups free from corporate and government control that work to help their members achieve their own collectively agreed upon goals (D'Antonio, 2000). They are comprised of individuals, which may differ in their level of affiliation and involvement. Associations and their *involved* members have the potential to generate social capacity in their own unique ways. This social capacity aggregated across associations has been termed associationalism.

Associationalism can be operationalized as a subcomponent of social capital or social capacity (Putnam, 1995; Wollebaek & Selle, 2002), such that persons who are affiliated with more associations are more likely to demonstrate higher levels of social

capital and its subcomponents: Trust, social networks, and civic engagement (Wollebaek & Selle, 2002). In some ways, associationalism institutionalizes social capital through membership and involvement (Wollebæk & Strømsnes, 2008). "Social capital is constructed through institutional (macro), not social (micro) processes" (p. 249) like member socialization (Wollebæk & Strømsnes, 2008, p. 249); yet, further investigation into the effects of micro-processes (i.e., interactions between members) and meso-processes (i.e., association events) still holds merit.

Associationalism is the extent to which citizens (consistently) participate in associations (Houtzager & Acharya, 2011). Three views of associationalism prevail today: (1) The *neo-Tocquevillian* perspective - associations work for the public as an alternative to government services; (2) the *social movements* perspective - associations are to spur the government to action to fulfill their missions; and (3) the *social capital* perspective – associations help increase greater political participation (Kaufman, 1999). This final perspective lays the foundation for psychological social capital development and transference, which is the hallmark of this works' scientific contribution.

Within the realm of formal associations, multiple typologies exist (see Hager et al., in press). The big five players often typified include: (1) civic and community-based associations; (2) political associations and parties; (3) religious congregations and faith-based associations; (4) professional associations; and (5) workers and labor unions. There are of course other types of associations, such as credit unions, trade-based associations, cooperatively structured businesses, community sports clubs, and grassroots emergency response teams (see Hager et al., in press; Forker, Grosvold, & Ward, 2014; Doherty, Misener, & Cuskelly, 2014; Esparza, Walker, & Rossman, 2014). But more importantly,

McPherson (1983) notes that many of the researched association types overlap in membership characteristics making the case for some generalizability in our frameworks, theories, and research; however, Stolle and Rochon (1998) noted that association types can differ in their ability to generate social capital in associations. Notably, this study focuses on a particular community-based association in an affluent community in the southwestern United States, but it still draws on research from other association types (e.g., professional associations) due to the scant amount of research on associationalism as expressed through community, neighborhood, or block associations (exceptions include Kaufman & Tepper, 1999; Stoll, 2001; Kymlicka & Norman, 1994).

Associations are not only not-for-profit entities though they are often construed as such (McKnight, 2013). They often are more informal and horizontal than not-for-profits. They are consent versus obligation based. The incentives used by associations for involvement are diverse compared to pay schemas used by corporations and not-for-profits. By nature, associations and not-for-profits are essentially different; however, for a variety of reasons (i.e. legal or financial benefits) associations may pursue and achieve non-governmental organization (NGO), not-for-profit, or non-profit statuses (i.e. 501(c)3 status in the United States). For example, Stillman (2007) notes that the many NGOs start off as informal associations. Consistently, McKnight (2013) writes, "associations are historically the seedbed from which the more formalized systems grow (p. 13).

Associations might then be characterized best as, "groups of local people who came together to achieve a variety of ends" (McKnight, 2013, p. 2). They have historically served many purposes such as developing knowledge, volunteering, defining and solving problems, defining and achieving goals, and implementing actions to better

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communities (McKnight, 2013). Referencing de Tocqueville's (1835, 1840) *Democracy in America*, McKnight (2013) writes of the historical importance and power of associations, "they [associations and their members] were taking power by making power through community action" (p. 3).

Regardless of ontology and typology, associationalism ideally strives to create a political system that combines citizen choice with public welfare (Hirst, 1994). Associationalism helps promote a democracy of high quality, which builds on direct citizen participation (Stadelmann-Steffen & Freitag, 2011). McKnight (1987) writes, "the vital center of democracy is the community of associations" (p. 54). Hirst (2001) confirms this notion with, "Associative democracy is the only political doctrine well-adapted to cope with the problems of ensuring democratic accountability in a culturally diverse organisational society" (p. 21). Thus, associations are potentially more competent and more efficient at meeting community needs, likely because they are often not as bogged down by the bureaucratic processes in politics (Hirst, 1994; 2002).

Associations are not only about day-to-day care and support behaviors or dealing with individual dilemmas, "but they also have unique capacities to respond in times of great stress and crisis;" they have the unique ability to solve problems collectively (McKnight, 2013, p. 8). They solve these problems and create abundance by leveraging individual and collective expertise in community with each other (McKnight, 2013). Abundance and problem solving are dependent on the unique ability of associations to include people from all walks of life; the diversity of and within associations builds democracy (McKnight, 2013; see also Teckchandani, 2014).

Associations are vital to the "lifeblood of democracy" (Norris, 2001, p. 2). They build, if not renew, democracy by increasing citizen participation through organized exchanges that can build social capacity as opposed to informal interactions amongst community members (Hirst, 1994; 2002; Kaufman & Tepper, 1999; Prakash, Selle, & Center, 2003; Putnam, 1995). Spaces are more easily created for leadership (McKnight, 2013). Finally, McKnight (2013) summarizes, "recent research suggests that a rich network of local associations is the nest from which enterprises grow" (p. 11). They spur entrepreneurship, especially when diverse populations are involved within and across associations (Teckchandani, 2014). Through exposure to diverse populations and democratic processes, involved individuals develop broadened perspectives (Bellah, Madsen, Sullivan, Swidler, & Tipton, 1985; Eliasoph, 1998), learn to promote tolerance (Hooghe, 2003), increase their own political efficacy (Joslyn & Cigler, 2001), and take in greater levels of political information (Norris, 1996).

In associations, people are drawn, "out of their own circle of family and friends" (de Tocqueville, 1988 [1966], p. 52). They can voice their special interests (Tschirhart, 2006). They also can vote with their feet; they can move to a new association whenever they choose (Hirst, 2002).

If Robert Putnam (1995) is right in claiming that social capital in America is declining, then the success of associationalism should be of interest or concern; however, this decline may not be a global phenomenon (Rothstein & Stolle, 2003). Associated persons are much more likely to participate in politics (i.e. by voting or through activism) working *with* the government rather than *against* it (Putnam, 2005; Valkov, 2009; Onyx, Kenny, & Brown, 2012). They maximize their own individual power in the political

process by working with and through associations, and they also create advantageous social connections for themselves (Anduiza, Font, Mas, & De Maya, 2008; Stadelmann-Steffen & Freitag, 2011). They do so by seeing the kindness of their fellow citizens and expressing themselves, which in turn increases their likelihood of political participation (Campbell, Converse, Miller, & Stokes, 1960; Fukuyama, 1995; Sønderskov, 2011; McKnight, 1987; Fukuyama, 1995; McKnight, 2013). Associated persons participate because they gain interest in politics, learn to articulate their needs and desires, and discover how to represent those interests and needs in civic activities (Feld & Kirchgässner, 2001; Putnam, 2000). Associations act as schools for democracy instilling members with positive democratic attitudes and civic skills (Putnam, 2000). Through associations, individuals are able to curb the saliency of political actors' influences and safeguard their fellow citizens from abuses of power by their political leaders (Putnam, 2000; McKnight, 2013).

Associationalism is often measured as an aggregate or index by calculating the sum or average number of memberships people hold in a community (as large as country level), which is also called associational scope (Alexander, Barraket, Lewis, & Considine, 2012; Kaufman & Tepper, 1999; Valkov, 2009). Associationalism can also be measured based on intensity, the amount time people devote to their associations (Alexander, Barraket, Lewis, & Considine, 2012; Wollebæk & Strømsnes, 2008). Alexander and colleagues (2012) found both associational scope and intensity were positively related to civic engagement; however, scope had a greater influence on civic engagement. Wollebæk and Strømsnes (2008) had similar findings and suggested "it is

not face-to-face encounters but awareness of strong and visible voluntary organizations in society that generate a belief in the utility and rationality of collective action" (p. 249).

With the apparent macro-decline of social capital so evident in American society today, associations are not immune. Other than Putnam (1995; 2000), many have commented that associationalism, deconstructed as the extent of voluntary participation in associations (not for pay) by members, has declined (e.g., Hirst, 2001) or is in desperate need of reform (e.g., Walzer, 1992). For example, Walzer believes that "the associations of civil society may need to be reformed in the light of principles of citizenship" (Walzer, 1992, p. 106-107). But, Hirst (2001) writes that associationalism is due for a comeback. Associational reform could be encouraged politically. Government agencies could create immediate improvements for associations and demonstrate their value for associationalism through policy and action (Hirst, 2001). Paul Johnson, former Mayor of Phoenix, Arizona, (2013) comments, "Government is the place where we finance what we want…citizens are where the difference occurs." Government support is important, but this approach is too narrow and looks at the comeback as a phenomenon that might only occur *across* associations. But, what if a comeback could be encouraged *within* associations first? Is there an approach or are there approaches that could be leveraged to inspire an *across* comeback to flourish?

Tschirhart and Gazley (2014) believed that a systematic approach was needed to explore the still unanswered questions about associations. Tschirhart and Gazley's (2014) unanswered questions contain key issues that need to be addressed; however, they dance around a key construct relevant to the comeback phenomenon: Psychological social

capital. Thus, the comeback phenomenon is investigated using this study's first research question. How is psychological social capital built within an association?

A New Psychological Model of Engagement in Associations

Psychological social capital is made up of both individual cognitions and behaviors about and within communities like associations (Perkins, Hughey, and Speer, 2002). Putnam (2000) argued, "What really matters from the point of view of social capital and civic engagement is not merely nominal membership, but active and involved membership" (p. 58). From a social psychological standpoint, members should be involved both mentally and tangibly. Therefore, an identified framework for stimulating and sustaining the involvement of members and potential members in associations is useful to inspire a comeback; however, a framework for involvement, albeit useful, may not sufficiently discuss nor address how to recruit potential members to join associations.

The conceptual framework presented in Figure 1 (discussed from right to left) provides a systematic way of thinking about involvement (sometimes termed engagement) in associations based on a synthesis of past research. This figure also springboards a discussion of the framework's subcomponents and relationships; some have been overwhelmingly explored while others were overlooked. Particular attention is paid to the role of satisfaction (and dissatisfaction) in explaining affiliation, commitment, collective efficacy, and (formal and informal) involvement with associations.

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| Factors | Attitudes | Psychological Effects | Behavioral Effects |

Meaning-Making

Individual Factors
Dispositions, Motives, Expectations, & Values

Event Satisfaction

Sense of Affiliation

Commitment

Involvement Behaviors
Informal – Neighboring
Formal - Participation

Situational Factors
Intrinsic - Motivators
Extrinsic - Hygiene

Association Satisfaction

Collective Efficacy

Associational Development

Figure 1. Associational Involvement and Engagement Framework

Involvement and Involvement Behaviors

What is *involvement*, or what are *involvement behaviors*? The various forms of participation, involvement, or engagement – both formal and informal behaviors – in associations have not been fully explored (Hooghe, 2003; Holmes & Slater, 2012). In large-scale quantitative studies, involvement has been conceptualized as internal and external participation and/or contributions of time (sometimes called volunteering) and money (Knoke, 1988; Albert & Dignam, 2010; Gazley & Dignam, 2010; Hager, in press); however, only the most formal involvement behaviors are usually assessed. These behaviors' respective measures might include membership fee payment, event attendance (i.e. meetings, workshops, or webinars), annual giving, and time spent volunteering for an association (Albert & Dignam, 2010; Gazley & Dignam, 2008; Wang & Ashcraft, 2014). It is important to note that many of the studies, hereafter discussed, are drawn from research on professional associations; thus, the generalizability and transferability of their

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findings to other association types may not be as befitting as McPherson (1983) suggests.

There are many involvement behaviors that are vastly understudied across all associations. For example, event participation in associations aside from attendance figures is often overlooked. Smaller data points that are easy to track, such as number of times a person presents at a gathering or serves on an event planning committee, are also usually not tracked. Additionally, the operationalization of events has often been limited to large-scale gatherings when smaller interactions might be equally important. If events have the potential to act as successful incubators of civil society through small-group interactions (Fine & Harrington, 2004), then community and association researchers have much work to do to better understand catalyzing power and importance of events.

Researchers that have measured the less formal activities in which association members are involved have found that people give of their time differently. For example, Handy, Brodeur, and Cnaan (2006) found in their research on festival involvement (though not through a formal membership association) that volunteer behavior differed in level of commitment. Their volunteers included long-term committed volunteers, habitual episodic volunteers (regular volunteering at fixed intervals), and episodic volunteers.

Dalton and Dignam (2007) in their study of professional associations separated members by their self-reported activities within the last 12 months into four groups: (1) Governance volunteers – those involved on local or national boards; (2) committee volunteers – those who served on a committee for an association; (3) ad hoc volunteers – persons who have performed at least one quantifiable task not related to committee or board work; and (4) non-participants. This list flows from largest to smallest in degrees of involvement and commitment and from smallest to largest in proportion of persons.

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Dalton and Dignam's (2007) large number of non-participants, those *not yet involved*,

shows that there lies great opportunity for reaching and engaging those persons.

Gazley and Dignam (2008) clustered volunteers in their study of professional

associations in the United States into four different levels of involvement: (1) Local

leaders (22.9% of persons) – those involved in local level issues such as recruitment and

mentoring, (2) writers (26.7%) – those involved in the reviewing and publishing of

papers, (3) teachers (32.8%) – those involved in giving professional advice, mentoring,

and recruiting others, and (4) shapers (17.6%) – those involved in almost every arena of

association activity. Local leaders and shapers were the most formally involved members.

Writers and teachers were involved in more ad hoc fashions. Regarding the variety of

activities in their study, shapers were the most involved, followed by local leaders,

followed by writers, and then followed by teachers.

Holmes and Slater (2012) also took on the task of exploring patterns of

involvement in associations. They delineated membership activity into four categories.

First, core volunteers constitute those volunteers who take on committee roles and

volunteer often within an association; they may be considered the activists or champions

of an association (consistent with Pearce, 1993; Jones, 2002). Second, peripheral

volunteers contribute more episodically or at times that are more flexible for them

(consistent with Cuskelly, Hoye, & Auld, 2006; Jones, 2002). Third, they found a new

category called substituters who, "are those members who are currently unable to

volunteer due to other commitments or lack of geographical proximity to the site and

show their support in other ways," such as through financial giving (p. 860). The fourth

and final group were called, pay and payers; they consisted of individuals who joined an

association for its material benefits.

The final comprehensive assessment discussed is Hager's (2014) study of involvement behaviors. Hager (2014), like the researchers in the previous studies mentioned and also building on the work of Knoke (1988), investigated giving, volunteering, and commitment across five professional associations, specifically engineering and healthcare associations. Hager (2014) found a great deal of overlap in engagement and/or involvement behaviors. Seven types of involvement were organized around three distinct but overlapping behaviors. They were: Members who donated money to an association (only) (5.5%); members who donated their time in the form of volunteering (only) (6.3%); members who indicated commitment to an association (only) (26.9%); members who gave of their time and indicated commitment to the association (10.2%); members who gave money and indicated commitment (11.1%); and members who gave money, gave of their time, and indicated commitment (6.6%). Finally, the largest group in Hager's (2014) study was disengaged members who gave no money, gave no time, and indicated no commitment to the association (33.4%). This final group and the low percentages of overlaps in Hager's (2014) study show impetus for the need to stimulate increased engagement or involvement in associations.

The aforementioned research emphasizes the importance of the ad hoc volunteer in associations and the importance of informal involvement behaviors. These ideas are novel to research on associational involvement. So often, associations have focused on engaging people in association boards and committees but overlooked lower-profile services that volunteers in associations provide, such as "mentoring, membership recruitment, technical writing, or activities that might be further off the radar screen for

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associational staff" (Gazley & Dignam, 2008, p. 3). Olsson (2013) elucidated other

activities members engage in associations that are worth exploring: "Returning

(retention); supporting, visiting, using member information (participation); marketing,

spreading WOM [word of mouth] and recruiting new members; and volunteering (co-

creation)" (p. x). Aside from the typically measured formal behaviors, it is easy to see

why many agree that involvement in an association is more of a pro-social behavior

rather than a self-sacrificing act; both others and those involved benefit (Gazley &

Dignam, 2008). To this date, there does not appear to be a comprehensive database of

these more informal behaviors that can be used in assessments, and this effort is worth

pursuing in future research, especially when looking to understand how these behaviors

reinforce the other components of the framework (see Figure 1 above), particularly

affiliation, commitment, and collective efficacy.

Affiliation, Commitment, and Collective Efficacy

    Affiliation and commitment, which are separate but related constructs, have been

conceptualized as both attitudes and behaviors in the literature similar to how

involvement in organizational and community research has been described as an internal

and external process, both cognition and behavior (e.g., Torres, Zey, McIntosh, 1991;

Perkins, Hughey, & Speer, 2002). For example, Knoke (1988) noted commitment as one

of his five dimensions of member involvement. It might be better said that both are

attitudes measured through observations and self-reports of involvement. Regardless of

operationalization, affiliation and commitment are likely both necessary antecedents to

involvement behaviors (Albert & Dignam, 2010; Dalton & Dignam, 2007; Knoke, 1988).

    Why persons choose to affiliate or to no longer affiliate with an association is

important (Dalton & Dignam, 2007). Joining or leaving an association (measured as associationalism scope) is not the same as affiliation (Dalton & Dignam, 2007). Affiliation fosters a notion of shared identity; "when people affiliate, they let the world around them know that they share an important quality with this group" (Dalton & Dignam, 2007, p. 19). Sense of affiliation also appears to lower the perceptions of barriers that preclude member involvement (Albert & Dignam, 2010). Sense of affiliation was shown to be "the strongest predictor of attendance in association learning programs;" members were more likely to select an association's learning offerings over learning offerings from other associations, groups, and institutions (Albert & Dignam, 2010, p. 3). Additionally, Gazley and Dignam (2010) have contended that increasing long-term giving patterns to professional associations can be cultivated by increasing members' "affinity with the cause and the institution they support" (p. 3).

Researchers like Albert and Dignam (2010) have measured sense of affiliation in two ways. First, association members can be asked if an association they are a part of is their primary association. Second, members can be asked if they would recommend their association and its programs to others (also operationalized as a definition of satisfaction in research). Though not fully understood and not often measured, affiliation (reinforced by involvement) likely also fosters commitment (and vice versa).

Knoke (1988) and Hager (2014) noted that commitment was an important dimension of member involvement to be considered in association research. Commitment consists of three dimensions (see Gruen, Summers, & Acito, 2000). The first dimension, affective commitment, refers to how favorable a member perceives an association to be, which makes it similar to definitions of and related to satisfaction. The second dimension,

continuous commitment, refers to the perceptions of regarding the consequences that would result from departing an association (much like expectancy theory, see Vroom, 1964). The third dimension, normative commitment, refers to the sense of moral obligation a person holds towards an association (much like sense of affiliation).

Commitment begins with individuals accepting and internalizing an association's goals and values (called identification). This identification predicts involvement, which reinforces loyalty. It is followed by involvement, which reinforces loyalty to an association (see review by Torres, Zey, and McIntosh, 1991). Thus, commitment is crucial to associations that want to keep their involved members involved; it makes them more effective (Knoke & Wood, 1981; Torres, Zey, & McIntosh, 1991; Hager, 2014). Commitment has been shown to predict search behaviors for new opportunities, intention to stay with an association, and intentions to leave (Price, 2001).

Collective efficacy, has also been shown to instigate involvement in communities (Perkins, Hughey, & Speer, 2002; Sampson, Morenoff, & Earls, 1999), but has not been vastly studied in research on associations. Collective efficacy has been conceptualized as "trust in the effectiveness of organized community action" (Perkins et al., 2002, p. 39), "task-specific" (Sampson, Morenoff, & Earls, 1999, p. 635), "shared expectations and mutual engagement" (Sampson, Morenoff, & Earls, 1999, p. 635), and is a process that can activate resource potential in associations, groups, and communities (Sampson, Morenoff, & Earls, 1999, p. 635). Collective efficacy socially transmits expectations for action in associations and communities (Sampson, Morenoff, & Earls, 1999).

Collective efficacy helps explain how capacity is organized and leveraged in associations and communities (Sampson, Morenoff, & Earls, 1999). It organizes and

enables associations and communities to pursue and attain their goals (Sampson et al., 2000). Sampson, Raudenbush, and Earls (1997) found that collective efficacy in neighborhoods was related to neighborhood reliability, instability, and violence. It is no wonder that collective efficacy has been posited as a cognitive dimension of social capital by Perkins, Hughey, and Speer (2002). Finally, collective efficacy has been shown to relate to satisfaction (Goddard, Hoy, & Hoy, 2004). To understand what supports affiliation, commitment, and collective efficacy, satisfaction must also be examined.

Association and Event Satisfaction

As seen thus far, why people become and stay involved in associations is imperative to understand. *Association satisfaction* provides a myriad of explanations, particularly because the most involved members appear to be the most satisfied overall and with the specific aspects of their involvement (Gazley & Dignam, 2008). Satisfaction is an attitude; it requires a choice, to like or dislike (Herzberg, Mausner, & Snyderman, 1959). It is an important driver of involvement and engagement (Cnaan, & Goldberg-Glen, 1990; Herzberg et al., 1959). Previous research on satisfaction highlights its positive relationship with *affiliation*, *commitment*, and *collective efficacy* (Dalton & Dignam, 2007; Goddard, Hoy, & Hoy, 2004). Moreover, satisfaction with previous membership experiences has been shown to predict future involvement (Gazley & Dignam, 2008; Hooghe, 2003) consistent with the theory of planned behavior (see Ajzen, 1985; 1987; 1988; 1991). These membership experiences may include association events.

Events are important when looking at involvement even though not all associations host them. Event satisfaction has been shown to predict intentions to revisit or attend an event (Osti, Disenga, & Brida, 2012). The importance of event satisfaction

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can be found in recent research in the private sector. For example, Rogelberg and colleagues (2010) observed that satisfaction with meetings at work were distinctly predictive of overall job satisfaction. These findings were supported in Talmage's (2013) evaluation study of a regional annual conference hosted by a faith-based association. Talmage (2013) found that event satisfaction significantly predicted satisfaction with the regional body of faith-based association. Event satisfaction also predicted satisfaction with the faith-based association as whole; however, that relationship was fully mediated by satisfaction with the regional body. The general affective nature of satisfaction with an association and its events is crucial regarding affiliation, commitment, collective efficacy, and involvement; however, there are individual differences between members and situational differences between membership experiences.

Situational Antecedents to Satisfaction and Dissatisfaction

Situational factors consist of the intrinsic and extrinsic benefits received (or not received) by members as related to their *involvement* in their associations (see Herzberg, 1968; 1987; Deci & Ryan, 1985; Smith, 1994). This framework draws upon intrinsic and extrinsic motivation theories of satisfaction (e.g., Herzberg, 1968; 1987; Deci & Ryan, 1985) to elucidate these situational factors. Merit for these theoretical approaches comes from findings that disengaged, not yet engaged, and engaged communities require different physical and social factors to increase (or decrease) involvement (see Grillo, Teixiera, & Wilson, 2010).

Over fifty years ago, Herzberg and colleagues (1959), building off Maslow's (1954) needs theory, found that satisfaction and dissatisfaction were distinctly different in nature and influenced by different situational factors. Prior to 1957, many studies saw

satisfaction simply as a dichotomous affective state. One was either satisfied or dissatisfied (Herzberg, Mausner, Peterson, & Capwell, 1957). If both satisfaction and dissatisfaction result from different outcomes in organizational settings, then can the same findings be observed in association settings? In fact, no work, to this date, has specifically extended his research to help assess members of associations.

Herzberg and colleagues (1959) believed that "the greatest fulfillment of man is to be found in activities that are meaningfully related to his own needs as well as those of society" (p.139). Herzberg (1966) believed a war was needed against the denigration of humanity's true natural desire for psychological growth. The central question that he built his work upon was "what do people want from their jobs?" (Herzberg et al., 1959, p. 107). But, here the question asked is "what do people want from their associations?"

Herzberg's hygiene and motivator factors may help explain associational involvement (see Table 1). Hygiene has been described as being more related to the job context. Motivators appear to be more related to the job content (Crompton, 2003; Sachau, 2007). Hygiene is more extrinsic in nature, while the motivators are more intrinsic in nature (Crompton, 2003; Oliver, 1997). Hygiene needs to be sufficient for a worker to have the potential to be motivated to be more productive; however, the motivators spur long-term productivity and engagement (Herzberg, 1966).

Satisfaction derived from the motivators leads to intrinsic satisfaction, but the absence of the motivators is not extrinsic dissatisfaction but the absence of intrinsic satisfaction or intrinsic dissatisfaction (Herzberg, 1966; Sachau, 2007). Lack of intrinsic satisfaction or intrinsic dissatisfaction is most easily conceptualized as boredom or feelings of stagnation (Herzberg, 1966; Sachau, 2007). Dissatisfaction derived from the

hygiene factors leads to extrinsic dissatisfaction, but contentment with these factors is not

intrinsic satisfaction but lack of extrinsic dissatisfaction or extrinsic satisfaction, which is

shorter lasting than intrinsic satisfaction (Herzberg, 1966; Sachau, 2007).

Table 1.

Hygiene and Motivators (Adapted from Herzberg, 1966)

Hygiene	Motivators
Company Policy and Administration	Achievement
Supervision	Recognition
Interpersonal Relations	Work Itself
Working Conditions	Responsibility
Salary	Advancement
Status	Possibility of Growth
Job Security	
Effects on Personal Life	

When tasks are boring, hygiene may be the only thing that can move production

(Herzberg, 1982). Herzberg (1982) offered advice regarding using hygiene for

movement. First, it will not make a job any less boring or any more exciting. Second,

needs for hygiene escalate as hygiene is applied to move persons. Finally, substituting

hygiene when motivators could be applied may create dependence and focus on hygiene

rather than motivators (Herzberg & Hamlin, 1961; Herzberg, 1982; Sachau, 2007).

Many of Herzberg's contemporaries have agreed that he was wrong about

interpersonal relationships, such as relationships with bosses, coworkers, and

subordinates (Sachau, 2007). While Herzberg believed that relationships were only

extrinsically satisfying and only served to move persons to action, others like Sachau

(2007), a former student of Herzberg, believe that certain interpersonal relationships can

lead to intrinsic satisfaction and psychological growth and development. Sachau (2007)

cites that family relationships and friendships can lead to either psychological growth or

pain avoidance. Additionally, Wagner and Harter (2006) and Csikzentmihalyi (1997) have linked engagement to close friendships that consist of care and encouragement.

Sachau (2007) describes best the differences in the dynamics of the motivators and hygiene referencing parallels to Deci and Ryan's (1985) findings regarding intrinsic and extrinsic motivation. He writes,

> Herzberg used the term movement to refer to the situations where people work to fulfill hygiene needs. He used the term motivation to refer to situations where people work to fulfill motivator needs (Herzberg, 1982, p. 106)…Today, most researchers would call Herzberg's movement extrinsic motivation and Herzberg's motivation intrinsic motivation. That the distinction was not made very clear has been a blessing and a curse for the theory… Herzberg could have reduced confusion had he used the terms intrinsic motivation and extrinsic motivation rather than motivation and movement. (p. 381)

Intrinsic motivation can be summarized as doing something for its own sake rather than attaining an external reward (Pinder, 2008; Deci & Ryan, 1985). When individuals have autonomy over the tasks they work on and feel more competent from those tasks, they are more likely to describe an experience as satisfying and interesting (Pinder, 2008; Deci & Ryan, 1985). Extrinsic motivation, then, means to do something to attain an external reward (Pinder, 2008; Deci & Ryan, 1985). Additionally, when the word motivation is used in research, it often encompasses both motivation and movement (Pinder, 2008 as cited by Sachau, 2007). Both hygiene and motivators influence behavior; however, hygiene comes with strings attached.

Research on associations appears to be more oriented towards assessment of the motivators than hygiene; however, a number of hygiene factors can be identified that are related to associations. Gazley and Dignam (2008) found incentives like stipends, transportation, and/or meal for participation are important. They also noted that, "the most commonly cited reason for not volunteering [for a professional association]…is lack of information about opportunities to volunteer" (p. 102). Other reasons included conflicts in scheduling between one activity and another, not being asked to volunteer, not knowing about possible virtual opportunities to volunteer, or not knowing about possible short-term involvement opportunities. They noted that the following also discouraged involvement: (1) Lack of follow through; (2) the economic costs of being involved; (3) lack of visibility or transparency in the process to begin volunteering; (4) negative social interactions during events; (5) lack of respect for volunteer talents; (6) perceptions that the costs of volunteering outweighed benefits; (7) lack of opportunities or encouragement for advancement or role changes; (8) lack of work life balance; and (9) a general dissatisfaction with membership and its benefits.

Hygiene appears more prominent in the literature regarding research on those who choose to no longer affiliate with an association likely due to dissatisfaction. For example, Albert and Dignam's (2007) research on professional associations found that persons who dropped their membership indicated that they dropped because they were dissatisfied with an association's performance (locally and nationally), they believed the association was ineffective in representing its field, or they disagreed with the association's political stances. Another reason for dropping membership dealt with interpersonal fit, which included comments like "the group was not the right one for me"

(p. 24) or they did not feel welcome. A final reason concerned financial constraints. Members ceased involvement because employers stopped paying their membership dues or the financial costs seemed too high.

Further research has shown that time and other constraints (hygiene) have been shown to influence a person's level of involvement (Handy, Brodeur, & Cnaan, 2006). These other constraints included the number of memberships a person holds and tenure with an association, which negatively related to participation intensity likely due to burnout (Cress, McPherson, & Rotolo, 1997). Similar findings are found in private sector research on meeting satisfaction, which is a significant and distinct predictor of job satisfaction (Rogelberg, Allen, Shanock, Scott, & Shuffler, 2010). For instance, Rogelberg and colleagues (2010) found that the number of meetings attended by employees moderated the relationship between meeting satisfaction and job satisfaction, such that attending more meetings increased the saliency of the effect on job satisfaction. They also found that if meeting demands were higher, not just in quantity but also in time, then the relationship was also stronger (Rogelberg et al., 2010). Finally, participants in Albert and Dignam's (2010) study on learning in professional associations identified that, "the top four barriers to participation in education programs were travel, financial support, lack of time, and the balance of personal or family responsibilities against the demands of the job" (Albert & Dignam, 2010, p. 19).

As previously mentioned, research on associations appears to be more oriented toward assessment of the motivators than hygiene. Gazley and Dignam's (2008) study of professional association members asked a number of questions that may be seen as motivators, such as: Giving back to your profession; opportunities to meet, work, and

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socialize with others; working with others toward a common goal; using your existing skills; feeling respected, appreciated, and valued; opportunities to take on a leadership role; ability to make choices about when you volunteer; helping you connect with the mission of the organization; ability to make choices about what you do as a volunteer; learning new skills; receiving feedback about your performance; and receiving training needed to be effective. It appears that involved members do not want to feel lost in the crowd, and they want to know that their contributions matter (Gazley & Dignam, 2008).

The tasks that association members work on (and complete) are, therefore, important aspects of satisfaction and involvement. Doherty and Carron (2003) noted that both tasks and social connections related strongly to satisfaction. However, notably, the actual tasks individuals performed related strongest to their levels of effort and the intention to remain consistent with Herzberg's (1966; 1974; 1987) findings regarding the dynamics of the motivators and hygiene. It is more likely that in associations, members derive satisfaction from their work because the nature of the work is self-determined and works to better their communities (Musso & Salazar, 2002), consistent with research on intrinsic motivation (Deci & Ryan, 1985) and Herzberg's (1987) findings that autonomy and responsibility can act as motivators that lead to satisfaction.

Motivators appear to be influential regarding perceptions of learning in associations. Albert and Dignam's (2010) study of professional associations found that opportunities for learners to build on their skills, acquire new knowledge, have autonomy over their learning experiences, and contribute new knowledge by sharing their experiences were the most motivating. Motivators were also noted as reasons for not taking advantage of learning opportunities. Lack of recognition from an employer, lack of

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opportunities for advancement as a result of the educational programs, and lack of interest in the topics available were also noted as barriers to learning; however, they were not noted as significant barriers to taking advantage of learning opportunities.

Similar findings have been observed in research on events (which many but not all associations host) that people attend. Gazley and Dignam (2008) suggested that meaningful experiences are what keep members coming back, consistent with Herzberg's (1966) conclusions that work itself can be a motivator that spurs intrinsic satisfaction.

Researchers like Howard and Crompton (1980) have suggested that the physical attributes of event facilities and locations parallel Herzberg's hygiene. These factors were described as necessary, but not sufficient in themselves, to create satisfying experiences for event attendees (Howard & Crompton, 1980). They suggested that the motivators are primarily responsible for perceiving an event experience as positive. Special programming and events that promote an emotionally satisfying experience may positively influence the psychological environment for attendees. Furthermore, Crompton (2003) suggests that motivators consist of event elements that lead to social-psychological benefits (see also Crompton & McKay, 1997; Mohr et al., 1993; Hall, Basarin, & Lockstone-Binney, 2010). Motivators (in other contexts) parallel the factors in the psychological environment of the event experience; however, Howard and Crompton (1980) note that the psychological environment is often highly dependent on the physical environment. Thus, later research by Crompton (2003) has suggested that there is a minimum threshold for hygiene. It is only after the minimum threshold is met, that the motivators begin to take effect. Consistently, Hager and Brudney (2013) in a chapter on "Sustaining Volunteer Involvement" citing Herzberg's wrote, "These external [hygiene]

factors cannot, in themselves, motivate workers; however, unless they are met, Herzberg maintains that the motivator factors will not matter" (p. 248).

While events in workplaces or associations (i.e. meetings) are often ordinary experiences, there is great potential for extraordinary experiences at association events. These extremely satisfying experiences are opportunities for persons to gain experiences outside of their normal ranges of choices or beyond experiences they have in routine everyday settings (Getz, 1997, 2008; Morgan, 2009). These experiences are similar to the critical incidents Herzberg (1959; 1966; 1987) described in his research on job satisfaction. Morgan (2009) contends that extraordinary experiences can be created and shared amongst event participants. Extraordinary experiences are often characterized by intense emotional or physical experiences, opportunities to increase knowledge, interaction with others, sharing of cultural values, harmony with nature, personal growth, self-renewal, and temporary feelings of closeness to or connecting with others (Arnould & Price, 1993; Coon, 1958, cited in Arnould & Price, 1993; Turner, 1974; Whiting & Pawelko, 2012).

This idea of extraordinary experiences shows natural ties to flow theory posited by Csikzentmihalyi (1997). Flow theory suggests that activities with clear set goals, that provide immediate feedback, that utilize a person's skills fully, and that are moderately challenging can lead to "flow," where person is absorbed into a task, loses track of time, and experiences great intrinsic motivation (Csikszentmihalyi, 1997. Flow has been linked to greater involvement in organizations (Saks, 2006), but involvement experiences with associations and their events differ between members as well. Nonetheless, involvement, not just recruitment, is what develops associations (Dalton & Dignam, 2007).

Development. The presented framework is based on the presumption that involvement is more of a pro-social behavior rather than a self-sacrificing act (Gazley & Dignam, 2008). If both others and those involved benefit from those behaviors, then the association situation changes for the better (Gazley & Dignam, 2008). Pro-social behaviors such as organizational citizenship behaviors – where individuals act to make their associations better often "outside the normal expectations and reward systems of the organization" (Collett & Morrissey, 2007, p. 9) – develop associations (see also Organ 1988, Borman 2004; Finkelstein 2006). This claim is in line with Talmage's (2014) definition of development, "an effective change process aimed towards positive impact that is facilitated through the efficient use of resources" (p. 1601). While associations may be privy to physical, financial, and environmental capital and seek to create strong social capital, human capital – individual characteristics – is an essential resource in facilitating effective change (Phillips & Pittman, 2009). This notion parallels concepts, such as Herzberg's (1966) psychological growth and Maslow's (1954) self-actualization.

Individual Antecedents to Satisfaction and Dissatisfaction

Individual factors consist of the different dispositions, intrinsic and extrinsic motives, values, and expectations that individuals hold within themselves and that affect *event* and *association satisfaction* (see Herzberg, 1968; 1987; Deci & Ryan, 1985).

Dispositions. In 1966, Herzberg proposed that the absence of motivators drive persons to become what he called hygiene seekers. These persons, because they lack opportunities for psychological growth, are driven to obtain the temporary satisfaction that the hygiene offers (Herzberg, 1966). These persons are victims of their environment and become possibly neurotic, because they must react to psychologically cope with their

situations (Herzberg, 1966). Hygiene used as a reward when motivators could or should be applied can lead persons to become dependent on the hygiene and can lead persons to negate the motivators; thus, hygiene eventually may take more and more each time and in each situation to satisfy that dependence (Herzberg, 1966). But, the hygiene-seeking disposition is not a hopeless situation. Motivators may help negotiate the constraining nature of hygiene. Thus, individuals that experience and value motivators may become more involved in an association despite undesirable hygiene they may experience.

On the contrary, motivator seekers have a greater degree of overall mental health by Herzberg (1966). Motivator seekers search for opportunities for learning and psychological growth. They place greater importance on higher order needs (i.e. belonging or actualization) compared to hygiene seekers who place greater importance on lower order needs (i.e. money or security) (Herzberg, 1966; Sutaria, 1980).

Herzberg's (1966) conclusions regarding motivator and hygiene seekers parallels intrinsic and extrinsic motivation (see Deci & Ryan, 1985). Certain individuals may be more intrinsically motivated than extrinsically motivated and vice versa. Yet, the reasons for those dispositions are still far from being conclusively answered. Both dispositions influence satisfaction albeit differently (e.g., intrinsic versus extrinsic satisfaction); however, what is clear is that individuals have intrinsic and extrinsic motives when enacting behaviors as well.

Motives. Motives are important regarding both affiliation and involvement in associations; "people stay in groups where they share interests, motivations, and other features with other members" (Hager, Juaneda-Aynsa, Pstross, & Nogeira, in press, p. 1 citing McPherson & Smith-Lovin, 2002). Individual motives for joining an association

are important to note because they are related to individual levels of participation (Wollebaek & Selle, 2003). Hager and Brudney (2011) write, "One set of conditions gets volunteers in the door, and another set keeps them inside" (p. 152). This quote highlights the importance of motivated and involved members for associations to be successful.

Involvement is dependent on material motives (tangible benefits), purposive motives (altruistic ideals), and solidary benefits (social interactions and status) (Holmes & Slater, 2012; Caldwell & Andereck, 1994; King & Walker, 1992). Passive members appear to be more focused on material motives than purposive motives and solidary benefits (Slater, 2003). Holmes and Slater (2012) posited that active members are more motivated by purposive motives and solidary benefits; however, the relationship remains unconfirmed. Some confirmation is found in Albert and Dignam's (2007) study, which found that ad hoc volunteers find networking in associations to be more important compared to other volunteers. Additional support is found in Gazley and Dignam's (2008) study, which, based on member rankings, showed that financial motives were less important than individual opportunities for development and for serving others.

Similar motivator findings appear in Gazley and Dignam's (2010) study on giving in professional associations. Association members appear to note altruistic (intrinsic) reasons as more important than self-serving (extrinsic) reasons when it comes to giving. While giving is important, the gifts need to be recognized. Speller and Ravencroft (2005) noted, "it is important to have the financial commitment and willingness of the local authority to recognise public involvement as an educative process, to empower people and to allow groups to develop and own their achievements" (p. 41).

Regarding involvement in learning opportunities in professional associations, some association members are more extrinsically motivated to learn to increase their own status, level of income, job security, social standing in their fields, or to fulfill the expectations of their associations (Albert & Dignam, 2010). But others appear to hold more intrinsic motives to learn to gain a sense of accomplishment or achievement or to "feed their passions" (Albert & Dignam, 2010, p. 8). They likely seek to nourish their passions to psychologically grow (see Herzberg, 1966; 1987). They desire self-directed learning in which they get to choose what to learn, how to learn, who to learn with, what goals to set for learning, how to evaluate their goals, and what value they get from learning, so they can transfer it to their daily lives (Albert & Dignam, 2010; Davis, 2006).

Values. "Values drive volunteer [member] choices;" (Gazley & Dignam, 2008, p. 2) meaning that aside from professional benefits, association members get involved for reasons bigger than their own individual goals and desires. This notion is supported in Dalton and Dignam's (2007) study on professional associations, which found that members affiliate depending on how much they value their perceived benefits of affiliation. Members who were more committed and/or involved showed higher perceptions of value regarding associations and rated associations more favorably. These members believed there will be a greater need for associations in the future and were more likely to promote and recommend an association to friends or colleagues (Dalton & Dignam, 2007). These findings are consistent with Knoke's (1981) pivotal findings that communication within associations and participation in decision-making are positively related to commitment and negatively related to detachment. Communication was also shown to possibly compensate for lower involvement in decision-making (Knoke, 1981).

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Expectations. Involvement in associations is likely influenced as well by expectations of the association and expectations of the tasks at hand, also known as the psychological contract (Gazley & Dignam, 2008; Boezeman & Ellemers 2008). If this psychological contract is broken, those currently involved may underperform, decrease involvement, or leave (Gazley & Dignam, 2008). Albert and Dignam (2007) found that "the failure to deliver the expected value is by far the most prevalent reason for dropping a membership" (p. 23). This notion may be especially true for hygiene-seekers.

It appears that expectations are not solely influential regarding perceptions of hygiene. As already mentioned, Albert and Dignam (2010) found that lack of recognition from an employer, lack of opportunities for advancement as a result of the educational programs, and lack of interest in the topics available (all motivators) were noted as barriers to taking advantage of an association's learning opportunities. Thus, expectations likely have an additional influence on motivator (intrinsic) and hygiene (extrinsic) satisfaction and dissatisfaction. Additionally, Gazley and Dignam (2010) found that members might give to improve society but also give because of the indirect benefits (such as satisfaction) they expect from their associations (Gazley & Dignam, 2010).

Expectations play a large role in explaining event satisfaction (Bowen, 2001; Martinez Caro & Martinez Garcia, 2007). When event attendee expectations are met or exceeded, then attendees are likely to describe their experiences as satisfying (termed *expectancy confirmation*). When expectations are not met, then attendees are likely to describe their experiences as dissatisfying (termed *expectancy disconfirmation*). Expectancy disconfirmation and related concepts such as emotion – specifically cognitive

arousal, attribution, performance, past experience, and equity, contribute to satisfaction (see summary and findings by Martínez Caro & Martinez Garcia, 2007 & Bowen, 2001).

These notions are consistent with Vroom's (1964) Expectancy Theory. Vroom (1964) posited that individuals choose to behave because of valence, their expectations of satisfaction that will be derived from behaviors they might enact. They question what reward they value most from enacting a particular behavior. Instrumentality also matters; it refers to belief that enacting that behavior will lead to an expected outcome (Vroom, 1964; Pinder, 2008). Individuals weigh the risk versus rewards of enacting a behavior (Hager & Brudney, 2013). Finally, expectancy is the strength of the belief that enacting a behavior will lead to a desired outcome such as satisfaction (Vroom, 1964; Pinder, 2008). Individuals decide if the risk is worth the reward (Hager & Brudney, 2013). "Expectancy Theory proposes that individuals consider all possible outcomes of action, and act in a way that maximizes opportunity for desired outcomes and minimizes unwanted outcomes" (Hager & Brudney, 2013, p. 251). Thus, expectations regarding satisfaction or dissatisfaction likely affect perceptions of satisfaction and dissatisfaction as well.

Meaning-Making. All of the aforementioned individual factors may be affected by individual involvement behaviors (termed *meaning-making* and delineated in Figure 1). Involvement behaviors may reinforce the individual factors previously described: Dispositions, intrinsic and extrinsic motives, values, and expectations. For example, Chen, Lune, and Queen (2013) found that values both shape and are shaped by involvement in nonprofits and voluntary organizations (e.g., associations). Involvement activities "offer opportunities for localized meaning-making" (Chen et al., 2013, p. 859, citing Binder, 2007). Individual members are furthermore given opportunities to act on

their values (Friedland, 2009 as cited by Chen et al., 2013). However, the nature of the relationship between attitudes and behavior continues to be debated to this day because of the inevitable biases and influences that lie in measuring both (Pinder, 2008). But, attitudes and behaviors both make up psychological social capital (Perkins et al., 2002).

Limitations and Conclusions

Actions on the individual level are undertaken for many reasons as discussed earlier. Individual action is based on affective sentiment, desire, or satisfaction, but there are still problems with this narrow conclusion. Human emotions and attitudes can be weak and ambiguous (see Cialdini, 1993; Pinder, 2008); and, if individuals are greatly committed to an organization, they may express satisfaction with associations and their events when their experiences may not be so in order to resolve cognitive dissonance (see Festinger, 1957; Tesser & Shaffer, 1990; Pinder, 2008). They may also (particularly in questionnaires and interviews) provide answers that are more socially desirable depending on who is conducting assessments of their associations (i.e. in-house vs. external) (see Tesser & Shaffer, 1990; Pinder, 2008). Therefore, these possible pitfalls must be acknowledged in any framework for associational involvement.

Additionally, variables such as social background and personality variables (see Smith, 1994 for a review of these) are important but limited in their utility. For example, Hager's (2014) summary noted that additional lifecourse drivers have shown influence in associational behavior, such as household income, age, sex, tenure with an association, and career position level (see also Knoke 1988). Hager (2014) observed relationships between both private and public incentives and lifecourse drivers regarding involvement (see also Kou, Hayat, Mesch, & Osili, 2014). These notions are important, but hard to

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control or manipulate in associations. Associations often do not select their members through processes that might discriminate based on these factors (i.e. legal issues). What this framework does provide is a conceptual process for sustaining involvement of those already involved or beginning to get more involved in associations.

This conceptual framework leverages a number of organizational theories in its systematic mapping of involvement in associations, the raison d'être of this contribution. The theoretical frameworks applied thus far are shown in Table 2, and there is, of course, a multitude of other theories that could still be related or incorporated. The impetus for the application of these organizational theories to a new framework comes from Knoke and Prensky's (1984) contention that organization theories are relevant in understanding associations. Finally, this conceptual framework draws on the overarching three-way causal framework proposed by Albert Bandura (1986) years ago: (1) Persons influence their environments and vice versa; (2) persons influence their behaviors and vice versa; and (3) behaviors influence environments and vice versa. Herzberg and colleagues (1959) called this the factors, attitudes, effects complex. Thus, all association members have the capacity to change or develop their associations through their cognitions and behaviors. And thus, a comeback in associationalism is quite possible.

Table 2.

Organizational Theories for Associations

Theory	Citation
Theory of Planned Behavior	Ajzen, 1985; 1987; 1988; 1991
Expectancy Theory	Vroom, 1964
Flow Theory	Csikszentmihalyi, 1997
Motivation to Work Theory	Herzberg et al., 1959; Herzberg, 1966; 1974; 1987
Self-Determination Theory	Deci & Ryan, 1985
Social Learning Theory	Bandura, 1986
Social Cognitive Theory	Bandura, 1986
Cognitive Dissonance	Festinger, 1957

While no formal associational science discipline is found within university curriculums or research institutions; it appears that it is time to revisit associationalism in research. This framework is only a start to a long journey in discovering what actions can make our collective groups and communities better. Great strides are being undertaken, but more work is needed in both research and practice. Merit in a psychological approach to associational involvement is believed as important to spur a *within* comeback rather than the more dominant *across* comeback found in the literature, but how does *within* become *outside* or *across*. This brings forth a second question, "how does psychological social capital within the association become transferred from inside the association to the larger outside community?"

Discovering the Social Capital Within

If associations are the "the seedbed from which the more formalized systems grow" (McKnight, 2013, p. 13), then this growth must not only come *within* associations. The work of associations and the individuals involved in them must *spill over* into the larger communities in which they are situated. The previous section discussed how involvement is cultivated within associations. What follows next is a discussion of how this involvement, both cognitively and behaviorally, flows from inside these associations to their outside communities. This discussion is lodged primarily in research on psychological social capital as presented by Perkins, Hughey, and Speer (2002).

Social capital is not only a potential asset for associations, but it just may be the primary source of their strength. Social capital facilitates the development of associations as demonstrated through the involvement of individual association members. The psychological power of social capital within the psyches of association members has far

too often been overlooked in the literature, but likely its effects are vast and expressed differently. What is offered here is not only a reflection on the current direction of social capital research, but also an alternative psychological approach and conceptual model for understanding social capital and its consequences for associations.

Social Capital Defined

Despite its elusiveness and multifaceted nature, social capital continues to be of interest to fields such as economics, sociology, political science, public and urban planning, community psychology, community development, and others (e.g., Field, 2003; Perkins, Hughey, & Speer, 2002; Serino, Morciano, Scardigno, & Manuti, 2012). This interest continues to grow in research and practice (Borgatti & Foster, 2003). Currently, a Google Scholar^{TM} search of "social capital" yields about 1,140,000 results. Dale and Newman (2010) suggest that it "is one of the biggest growth areas in network research" (p. 7). Social capital is the property of these networks (community) and the individuals and institutions that are woven together (Putnam, 1993; 1995; 2000; Kapucu, 2011).

Social capital is less tangible, harder to measure, and harder to build than other forms of capital (i.e. human or physical capital); however, like any resource it can be depleted if it is not cared for (Ganapati, 2008). Thus, this resource should be cared for, because it is crucial to individual and community development and well-being (Winkelmann, 2009; Serino et al., 2012; Dale and Onyx, 2005; Dale & Newman, 2010). This essential resource with its many facets has many shapes and many forms (Agnitsch, Flora, & Ryan, 2006).

Social capital, as a resource, is rooted in the works of Pierre Bourdieu (1986), James Coleman (1988; 1990), and Robert Putnam (1993; 1995; 2000); however, it has

earlier roots (e.g., Hanifan, 1916; Jacobs, 1961; Loury, 1977). Agnitsch, Flora, and Ryan (2006) suggest that social capital encapsulates "the resource potential of social relationships" (p. 36). Earlier, Bourdieu (1986) suggested it is not just a potential resource, but also the aggregate of both actual and potential resources. Coleman (1988; 1990) suggested that this asset belonged to individuals, while Putnam (1993; 1995; 2000) emphasized a more collective ownership. Building on both Putnam and Coleman's work, Warren, Thompson, and Saegert (2001) emphasized that social capital as resource is renewed and utilized by both individuals and communities, but possessed by neither separately (Warren, Thompson, & Saegert, 2001); it is both a private and public good (Putnam, 2000). Thus as a resource, Kapucu (2011) summarizes: "Social capital is a collection of resources that an individual or organized structure gains through a set of communal norms, networks, and sanctions" (p. 24).

Social capital as a resource relies on the social interactions, connections, ties, relationships, and networks found in communities (Bourdieu, 1986; Putnam, 2000; Putnam & Feldstein, 2003; Ganapati, 2008). Chang (2013) suggests that social capital consists of the summation of these social networks (Chang, 2013). Social capital's network nature must be cared for just like its resource nature; networks do not simply arise, they must be strategically constructed (Portes, 1998; Wilson, 1997). Putnam (2000) wrote, "A well-connected individual in a poorly connected society is not as productive as a well-connected individual in a well-connected society" (p. 20). Thus, strategic network formation is critical to sustainable community development. Dale and Newman (2010) write, "No one community has the capacity to implement sustainable community

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development in isolation from other communities, as communities are a nested system of embedded community networks at increasingly larger scales" (p. 8).

Both individuals and organizations are actors in social networks (Coleman, 1988; Kapucu, 2008; 2011). These networks allow individuals access to an increased flow of information and decreased transaction costs (Kapucu, 2011). They allow institutions and individuals access to other forms of capital within and between communities (Putnam, 1993, 2000; Dale & Newman, 2010). Social capital's network nature allows communities to resolve their problems more easily together, lowering the weight an individual must bear in fulfilling his or her own interests for his or her communities (Putnam, 2000). Social capital also helps resolve the collective action problem, which theorizes that if everyone were to act to benefit his or herself, the outcome for the whole would be comparatively diminished (see Warren et al., 2002). Social capital "reduces the effects of individual's acting for their own benefit" (Kapucu, 2011, p. 29).

Social capital is derived from social structure (Bourdieu, 1986). The social structure of communities, the performance of social capital, is dependent upon the performance of the actors and the exchanges between them (Coleman, 1990; Putnam, 1993, 2000). Coleman (1990) suggested that social structure transforms into social capital when purposive action is undertaken. First, this action consists of closure or dense networks. Dale and Newman (2010) suggest that the density of social networks, whether professional or personal, are the basis of communities, though they may vary greatly between and within communities (Dale & Newman, 2010). Second, purposive action is undertaken based on collective not individual interest (Coleman, 1990). Ideally, everyone is connected (Serino et al., 2012). Thus, these social structures or networks can only exist

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if social interaction occurs to make the connections and exchanges in the first place (Schmid, 2002). Serino and colleagues (2012), citing Putnam (1993, 2000), note that participation must then occur in both formal and informal networks.

Participation and relationships in these networks are based on norms, sanctions, rules, values, and experiences within communities (see Kapucu, 2011; Chang, 2013). Two prevalent norms that constitute social capital continue to appear in the literature since Robert Putnam (2000) published *Bowling Alone*: Reciprocity and trust (see also King, 2004). Ganapati (2008) writes "dense networks of social interaction foster norms of generalized reciprocity" (p. 387). Putnam referred to reciprocity as mutual cooperation and assistance (Putnam, 2004), while Bourdieu (1986) used the terms mutual acquaintance and recognition. Confidence in this reciprocity helps establish trust (Chaskin, Brown, Venkatesh, & Vidal, 2001).

Trust is less overt than reciprocity; it is an affective sentiment that is essential for generating social capital (Paxton, 1999). Trust provided an explanation for Coleman's (1990) observation that in dense social networks individuals did not seem to work to maximize their own self-interests but those of the community (see also Flora, Sharp, Flora, Newlon, 1997; Kim, 2006). Thus, trust also acts to facilitate reciprocity, a mutual benefit (Putnam, 1993). Ganapati (2008) writes, "A high degree of trust is required for people to have reciprocal relations of expectations and obligations. Effective social norms in a community prescribe certain actions while proscribing others" (p. 387). Trust is reinforced through actions. Fukuyama (1995) wrote, "Trust is the expectation that arises within a community of regular, honest, and cooperative behavior, based on commonly shared norms, on the part of other members of that community" (p. 26). Of course, there

are individual differences in trust and reciprocity (i.e. values, interests, or social positions) (Kim, 2006), but both norms are foundations for democratic communities (Putnam, 2000). These foundations are reinforced by sanctions (Kapucu, 2011; Chang, 2013) and built upon through behaviors that reinforce these norms (Larsen et al., 2004).

Behaviors are necessary for producing social capital. Paxton (1999) called these behaviors association, whereas individuals become more familiar with each other through more informal social interactions. Social interactions affect relationships; thus, social capital can be seen "through changes in the relations among persons that facilitate actions" (Coleman 1988, p. 100). Repeated positive social interactions yield benefits from social capital (Putnam, 2000). Kapucu (2011) writes, "Social capital constitutes the flow of information, facilitates achievement of goals, and in general contributes a big value to our life" (p. 25). Civic engagement is one of these valued behaviors (Kim, 2006).

Putnam (1993, 2000) posited that social capital held a strong influence on civic participation and engagement. Civic engagement through participation in associations and other non-government institutions helps fill the gaps left by municipal, state, and federal governments (Linhorst, 2002; Mizrahi, 2001; Putnam, 1993, 2000). Social capital is then the glue that holds connections together for important interactions like civic participation and engagement (Pooley, Cohen, & Pike, 2005). Social capital facilitates a bottom-up approach to community organizing to bridge these gaps (Burt, 1992; Borgatti and Foster, 2003; Saegert, Thompson, & Warren, 2001; Dale & Newman, 2010). If community development is about transforming existing systems, then social capital is one of the mechanisms for transformation (Lopez & Stack, 2001).

Social capital is more consistent with the asset-based approach than the needs based approach (Green & Haines, 2002; Kretzman & McKnight, 1993; Sherraden, 1991; Kim, 2006). Ganapati (2008) described social capital as a socioeconomic means for change, while Bourdieu (1986) posited that the upper classes benefited more from social capital as a tool. Again, individual and group differences cannot be ignored in research and practice, such as a social position (see review by Kim, 2006). Thus, social capital can have a dark side (Agnitsch, Flora, & Ryan, 2006; Chang, 2013; Kapucu, 2011).

The Dark Side

Social capital has the potential to generate negative outcomes because of its embeddedness within individuals and groups (Granovetter, 1973; Witte, 1996; Larsen et al., 2004). Flora (1998) suggested that social capital's norms of reciprocity and trust may move people to act together for or against each other; it can establish social cohesion or social conflict. Dense networks built on trust may be more likely to exclude outsiders, facilitate excess claims on community members, place limits on individual freedoms, and establish downward leveling norms (Portes, 1998, p. 15). Consistently, Uslaner and Conley (2003) found that strong bonding capital, especially among ethnic groups did not always foster civic engagement. Agnitsch, Flora, and Ryan (2006) identified common negative players with high social capital: "Street gangs, mafia families, drug rings, and racial supremacy groups are all likely characterized by high levels of social capital [likely bonding capital], yet their actions often lead to harmful ends" (p. 39). In these groups, norms, rules, and reciprocity create systems of internal control and long-term commitment (Coleman, 1998; Chang, 2013). Thus, the assumption that more social

capital is better appears too simplistic; social capital must be considered from all angles, which include its antecedents, its forms, and its outcomes (Agnitsch et al., 2006).

Dark social capital is influenced by power (Adler & Kwon, 2002). Power assists communities in getting things done (Kapucu, 2011). Elites may be more likely to benefit from social capital (Bourdieu, 1986), and special interest groups may be favored by social capital as well (Chang, 2013). Too much solidarity can decrease innovation or the flow of information in communities; loyalty may trump novelty (Adler & Kwon 2002). Additionally, Chang (2013) citing Putnam (2000) noted, "it [social capital] is often most easily created in opposition to something or someone else" (p. 230). This supposition introduces moral ambiguity in understanding social capital and its relationship to power. Social capital "can be used in wrong purposes like for destruction [or exclusion] of others" (Kapucu, 2011, p. 27). Social capital, when power is misappropriated, can lead to social conflict, factionalism, and hindrance of community development (Duncan, 2001).

Social capital's mutually reinforcing nature then can be a double-edged sword (Chang, 2013). This is particularly troublesome because significant resources must be invested to develop and maintain it (Kapucu, 2011). Kapucu (2011) writes, "The development of strong ties among actors requires a big amount of time and resources which are less cost effective. The provision of weak ties cost less, and more often than not, are more preferable to use" (p. 26). Thus, some forms of social capital are useful in spurring certain actions, while others are less useful or perhaps harmful (Coleman, 1988).

Bridging, Bonding, and Linking Capital

Three distinct forms of social capital are prevalent in the literature: Bonding, bridging, and linking social capital. All three have been shown to increase trust in social

networks (Halpern, 2005; Field, 2003; Kapucu, 2011; Geys & Murdoch, 2008). Bonding capital refers to connections between (and likely within) homogeneous groups. Bridging capital refers to connections between heterogeneous groups. Finally, linking capital refers to vertical links with different levels of resources and power (see Halpern, 2005). These different forms of capital can help distinguish why some communities are getting by while others are getting ahead (Agnitsch, Flora, & Ryan, 2006; Dale & Newman, 2010).

To get by, communities form dense, closed networks among individuals and/or groups may form, termed *bonding social capital* (Agnitsch, Flora, & Ryan, 2006; Coleman, 1988). Putnam (2000) noted that bonding social capital is "inward looking and tends to reinforce exclusive identities and homogeneous groups" (Putnam, 2000, p. 22). He continues, " Bonding social capital constitutes a kind of sociological superglue, whereas bridging social capital provides a sociological WD-40… Many groups simultaneously bond along some social dimensions and bridge across others" (p. 23). Bonding capital is formal and thick; it benefits the common interests of community members (Putnam, 2000; Ganapati, 2008). Others argue it is more emotional, informal, and intimate providing support, both socially and psychologically (Healy & Hampshire, 2002; Woolcock, 1998; Steinfield, DiMicco, Ellison, & Lampe, 2009, p. 250). Agnitsch, Flora, and Ryan (2006) write, "It is found among densely connected groups with strong, affective ties connecting group members to each other, and is important in providing social support and increasing in-group solidarity" (p. 39). Bonding capital is formed amongst people who are close (Dale & Newman, 2010); these people share similar characteristics (Larsen et al., 2004; Putnam & Goss, 2002; Geys & Murdoch, 2008).

If bonding capital is more prevalent in communities trying to get by (Putnam, 2000), it is no wonder that it appears to be more commonplace in neighborhoods of lower socioeconomic status (Woolcock & Narayan, 2000). Bonding capital can help develop strategies to deal with poverty, but a shift is needed from getting by to getting ahead (Woolcock & Narayan, 2000; Dale & Newman, 2010). Thus, bonding capital likely is a necessary antecedent to bridging capital (Larsen et al., 2004; Warren et al., 2001), but too much can also undermine bridging capital as well (Portes 1998; Putnam, 2000).

Bridging capital consists of more open, weaker ties that "bring together people who are unlike one another" (Putnam & Goss, 2002, p. 11) providing them access to new resources (Agnitsch, Flora, & Ryan, 2006; Ganapati, 2008). These ties resemble "connections to people outside of one's local groups" (Dale & Newman, 2010, p. 9). Bridging capital is thinner, informal, crosscutting, and outward-focused (Paxton, 1999; Putnam, 2000; Ganapati, 2008; Steinfeld et al., 2009). Through bridging capital, individuals are able to access different expertise, come into contact with new people, and display a willingness to "give back" (Steinfeld et al., 2009, p. 250). Bridging capital enhances the flow of information in communities (Agnitsch, Flora, & Ryan, 2006). Bridging capital spurs collective action (Larsen et al, 2004), so that persons inside and outside close networks benefit (Ganapati, 2008).

Many authors have described bonding and bridging capital in terms of horizontal ties, but vertical ties exist as well. These ties have been described as *linking capital*, where individuals and groups are connected to higher levels of power or persons in higher social positions (Healy & Hampshire, 2002; Woolcock, 1998; Woolcock, 2001; Kapucu, 2011). Linking capital can be construed as a form of bridging capital (Leonard

& Onyx, 2003). Through linking capital, individuals "leverage the range of resources, ideas, information, and social outcomes than are available" (Kapucu, 2011, p. 27).

Kim (2006) describes differentiations in norms within the different forms of social capital. First, bonding capital appears to exhibit more particularized trust and more flexible and uneven reciprocity. Second, bridging capital yields more generalized trust and more direct and even reciprocity. Finally, linking capital consists of more institutionalized trust and generosity.

A number of authors have indicated that the different forms of social capital (i.e. bridging and bonding) in fact lead to different outcomes (e.g., Woolcock, 1998; Putnam, 2000). For example, the dark side of social capital tends to be elicited from "too much bonding and not enough bridging" (Agnitsch, Flora, & Ryan, 2006, p. 39). Bonding's internal nature does not "spill over into...social capital for the community" (Paxton, 1999, p. 96). Agnitsch, Flora, and Ryan (2006) noted two reasons why collective action is less likely when bonding is too high:

> First, action is likely to occur only within the fragmented groups, and thus, it will be of primary benefit only to that group (e.g., the growth machine). Second, actors will have fewer resources to pool because they will be limited to those resources found within the group. Where linkages between different groups exist (bridging social capital), these consequences are lessened. (p. 40-41)

Bridging social capital's link to outside resources reduces dependency and tension on the inside bonding network (Cohen, 2001; Woolcock, 1998; Putnam, 2000); however, bonding is still necessary to spur community action (Woolcock, 1998).

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The best outcomes occur when both bridging and bonding are present (Kavanaugh, Reese, Carroll, & Rosson, 2005; Saegert, Thompson, & Warren, 2001; Stone & Hughes, 2002; Temkin & Rohe, 1998; Warren et al., 2001; Woolcock, 1998). Some suggest that bridging is more productive than bonding capital (Saxton & Benson, 2005). Temkin and Rohe (1998) and Agnitsch, Flora, and Ryan (2006) have suggested that bonding capital creates commitment, while bridging enables action through resources and opportunities.

Agnitsch, Flora, and Ryan's (2006) work highlights the dynamics and interplay between bonding and bridging social capital regarding community action. They conceptualized that bridging capital consists of linkages to other communities and other state and national organizations (Agnitsch et al., 2006). Bonding capital then consists of local ties to friends, organizations, faith-based organizations, workplaces, and recreational opportunities; these ties are amongst persons with similar backgrounds or characteristics (Agnitsch et al., 2006 drawing on Temkin & Rohe, 1998). Agnitisch, Flora, & Ryan (2006) found that:

> Both bonding and bridging social capital are positively correlated with each other and with community action. However…the positive relationship between bonding social capital and community action is weaker within higher levels of bridging social capital. Conversely, the positive relationship between bridging social capital and community action is less where bonding social capital is greater…Instead, while the presence of both forms is important, the effect is not totally cumulative…bridging and bonding social capital may be interchangeable—both forms positively affect community action, but the effect of

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either is diminished when the other is stronger. Bridging social capital is more

important when bonding social capital is low, and vice versa. (p. 46)

They suggest the negative effect of the bonding-bridging interaction might reflect the

difficulty for communities to strengthen both forms of social capital. Each form as it

develops might disrupt the development of another. Both forms of capital might also be

"interchangeable in their ability to facilitate community action" (p. 47). One form steps-

up when the other is low; they do not necessarily increase or decrease together. "What

really matters in terms of community action is the presence of one or the other; both are

better, but not as accumulative forces" (p. 47).

Agnitsch, Flora, and Ryan (2006) citing Putnam (1993; 2000) write, "In terms of

community action, a well-connected community should be better able to mobilize local

and extra-local resources to effectively act, and indeed, this idea has been empirically

supported" (p. 36). This capacity for action allows for the production of goods for

communities (Paxton, 1999); these goods may be other forms of capital or the ability to

better use other forms of capital (Bourdieu, 1986; Coleman, 1988). This conversion or

production of goods can occur through civic participation and engagement. Serino and

colleagues citing Campbell and Jovchelovitch (2000) write, "Participation is the essence

of democracy but it is also the process, through which the community realizes itself,

negotiates its identity and eventually transforms itself" (p. 4). Serino and colleagues

(2012) summarize that participation is based on ability to participate, context to

participate, and motivation to participate (p. 5). Therefore, researchers have emphasized

clear distinctions between bonding and bridging social capital. Bridging and bonding

capital may elucidate different forms of community action worth investigating (see

Agnitsch et al., 2006; Sharp, Agnitsch, Ryan, & Flora, 2002). Concurrently, researchers have called for an investigation of the possible distinctly different antecedents that predict them (Larsen et al 2004). What is clear is that no one form or type of capital is nor should be seen entirely as better or worse than the other (Leonard, 2004; Agnitsch et al., 2006; Geys & Murdoch, 2008).

A Psychological Approach to Social Capital

Michael Woolcock (1997) argued, "Definitions of social capital should focus on its sources rather than its consequences" (p. 35). This claim becomes especially important when investigating different antecedents to bonding and bridging capital and discovering new concepts of social capital such as emancipative social capital (see Welzel, Inglehart, & Deutsch, 2005). "Social ties alone are not enough. It takes efficacious individuals to organize and activate a public constituency" (Bandura, 1986, p. 487). Social capital is a community asset that benefits many; however, individual minds, behaviors, and characteristics are crucial to a richer understanding of social capital (Larsen et al, 2004). Additionally, the current line of research and foundations of social capital may be in themselves flawed (see DeFillipis, 2001). Thus, a psychological approach holds a great deal of merit amongst the wide array of disciplines that examine social capital and its antecedents and outcomes (Kapucu, 2011).

A psychological posture to social capital provides a micro-level approach that can help model the cognitions and behaviors that lie within the psyches of individuals and their interactions with each other in associations and communities. This sort of approach is nothing new to the lines of research on social capital which has been studied at the individual, associational, neighborhood, state, and country levels (see Kapucu, 2011);

however, hereafter a framework is presented for discovering how psychological social capital cognitions and behaviors can reach both inside and outside of associations (see Figure 2). This piece provides a deeper understanding of social capital within associations that are embedded within larger fields and communities.

"Without communities...society can only atrophy. The restoration of local communities on the human scale is essential to renewal at all levels" (Lacy, 2000, p. 2). The psychological approach to social capital should be seen as an asset in spurring that restoration. The psychological approach pursues questions such as what motivates individuals to act neighborly or to participate in their communities; it allows an investigation into differences between bonding and bridging antecedents, cognitions, and behaviors and the interplay amongst them (Perkins et al., 2002). These differences are essential to understand when desiring to maintain and improve engagement in communities. Thus, a multi-level ecological approach (Figure 2) encompassing cognitions and behaviors furthers our knowledge of social capital (Perkins et al., 2002).
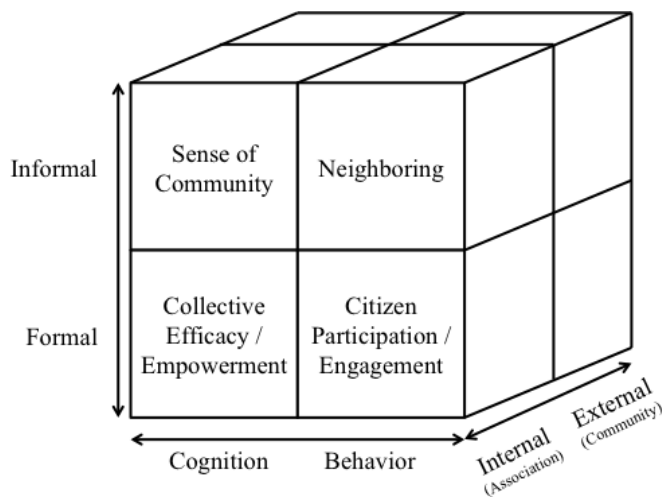
Figure 2. Psychological Social Capital Dimensions in Associations and Communities (adapted from Perkins & Long, 2002; Perkins et al., 2002; and Geys & Murdoch, 2008)

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Three dimensions are presented and explored to better understand social capital

from a psychological perspective: (1) Informal to formal; (2) cognition to behavior; and

(3) internal to external. These three dimensions (2 x 2 x 2) lead to eight possible

psychological social capital components, which are interrelated. For example, sense of

community in an association is informal, internal, and a cognition. Further, community

citizen participation/engagement is formal, external, and a behavior. Though discussed

more linearly, respect for more non-linear forms of psychological social capital and the

interplays amongst the facets discussed hereafter should remain (Serino et al., 2012).

Cognition. *Sense of community* tends to be more informally organized (Perkins &

Long, 2002; Perkins et al., 2002). Sense of community has been posited to have many

dimensions such as: Membership, shared emotional connection, influence, needs

fulfillment, social connections, mutual concerns, community values, shared history,

common symbols, and ongoing development (McMillan & Chavis, 1986; Perkins &

Long, 2002; Fisher & Sonn, 2002 as cited by Perkins et al., 2002, p. 37). Sense of

community is not just feelings of belonging, but capacity for action (and satisfaction with

that action) within individuals' given contexts (Serino et al., 2012). Sense of community

is related to trust, reciprocity, and confidence with other community members (Perkins et

al., 2002; Serino et al., 2012).

Sense of community, with its variety of dimensions, has been used frequently as a

quality of life indicator and has various implications for community development practice

(see review by Perkins et al., 2002). Serino and colleagues (2012) write of its importance:

Social capital and sense of community are extraordinary resources for social life

when they are intended to create larger social networks, to feed a basic set of

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shared meanings, values and feelings. New, original answers to the problems of

our present transition are required: these answers call into play solidarity, social

networks, innovation, caring of common goods, individual and collective

empowerment. Indeed, funds and policy decision-making are needed to achieve

effective solutions. Not always however is there a direct relationship between

money amount and project effectiveness. Personal involvement, intrinsic

motivation and shared values are even more important. These resources deal with

social capital. (p. 3)

Thus, much like what is displayed in Figure 2, sense of community catalyzes collective

efficacy or empowerment, informal neighboring behavior, and citizen participation; these

likely reinforce sense of community as well (Perkins & Long, 2002; Perkins et al., 2002).

In essence, sense of community represents bonding social capital within.

Collective efficacy is more formally organized and related to *empowerment*.

Collective efficacy includes "trust in the effectiveness of organized community action"

(Perkins et al., 2002, p. 39). Collective efficacy has been posited to include social

cohesion and social trust (Sampson & Raudenbush, 1999). Additionally, collective

efficacy refers to "shared expectations and mutual engagement" and is a process that can

activate resource potential in associations, groups, and communities (Sampson,

Morenoff, & Earls, 1999, p. 635). Thus, collective efficacy socially transmits

expectations for action in associations and communities (Sampson, Morenoff, & Earls,

1999). Consistently, social cohesion appears to be positively related to civic participation

(Kilpatrick, Field, & Falk, 2003). Social trust in turn has been linked to social integration

and norms for the well-being of a community (Kim, 2006).

Much like efficacy, *empowerment* refers to the processes that individuals initiate to understand and gain control over their environments (Perkins et al., 2002; Rappaport, 1987; Serino et al., 2012; Zimmerman et al., 1992). Empowerment is the awareness of the resources that individuals hold together in communities (Serino et al., 2012). The empowerment approach provides an ecological understanding of individual and community cognition, which has led to a rise of its prominence in the literature and permeation into discussions of local, state, and national affairs (Perkins et al., 2002).

Perkins, Hughey, and Speer (2002) citing Perkins & Zimmerman (1995) describe empowerment's natural link to social capital:

> At the local level, however, it is a natural construct to link with social capital as it focuses on how individual self-efficacy, confidence, competencies, and critical reflection relate to group and organization-level bridging via mutual respect, caring, participation, and resource exchange and acquisition, as well as community-level social change. (p. 39)

Thus, much like what is displayed in Figure 2, collective efficacy and empowerment has been posited to influence and be influenced by sense of community and citizen participation directly (Perkins & Long, 2002; Perkins et al., 2002; Serino et al., 2012). In essence, collective efficacy and empowerment represent bridging capital within.

Behavior. *Neighboring* is a more informal form of behavior where an individual helps another community member. This behavior may be instrumental like sharing tool or watching someone's house or more relational like helping new individuals get acquainted to the community and discussing any problems they might have (Perkins et al., 2002; Unger & Wandersman, 1985). Neighboring can be expressed through providing

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emotional support as well (Perkins et al., 2002). It can also be informational providing individuals "access to new information and contacts" (Perkins et al., 2002; p. 40). Neighboring can lead to the formation of more formal groups like block associations (Unger & Wandersman, 1983). Because of its more informal nature, it is rarely formally assessed (Perkins et al., 2002). In many ways it is related to and represents community participation, but in more of a bonding social capital form because of its relationship to sense of community (Perkins & Long, 2002; Perkins et al., 2002). It also strongly predicts involvement in community organizations or associations (Perkins, Brown, & Taylor, 1996). Neighboring increases the size and quality of an individual's network of social support, which in turn enhances sense of community (Perkins et al., 2002). This increase in quality may include strengthening of norms of trust and reciprocity (e.g., Field, 2003). The quality and size of these social support systems likely enhance collective efficacy and empowerment leading to greater citizen participation.

Citizen participation at the grassroots level is more formal and more bridging in nature. Psychological approaches are meritorious in their reach past traditional demographic variables to the inner minds of those who are (or are not) participating in grassroots (informal and formal) associations. Perkins and colleagues (2002) have suggested, based on their review of past research, that citizen participation is linked to collective efficacy, empowerment, sense of community, community satisfaction, neighboring, and a myriad of other assessed community constructs. Psychological approaches have been used to assess citizen participation within associations such as those faith-based, school-based, place-based, interest-based, issue-based, and self-help based (Perkins et al., 2002). Though many associations have paid staff, "a significant

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portion of the work is done by citizen volunteers" (Perkins et al., 2002, p. 41). Thus, citizen participation is *not* having a paid person intercede to work on community issues, but it is the actions of those empowered to better their communities.

Internal versus External. Regarding citizen participation, Serino and colleagues (2012) write, "Participation could be best promoted by starting with the acknowledgement of the resources people own rather than of the resources people lack (p. 3). These resources come from both within and outside of associations. For instance, a neighborhood association contains the resources of those involved within the association, but there are still resources to access from the members not yet involved in the association but who still reside in the community. For example, a professional contains resources to be leveraged from those inside the association, but there are others still in the profession that are not a part of the association that may be accessed. Thus, through individuals within associations, "spill over" (Paxton, 1999, p. 96) is possible.

This spill over from associations is limited. Theiss-Morse and Hibbing (2005) noted that association members tend to join groups that are homogeneous or more bonding oriented. Additionally, they contended, "Good citizens need to learn that democracy is messy, inefficient, and conflict-ridden. Voluntary associations do not teach these lessons" (p. 227). But, associations do have a strong part to play in communities.

Geys and Murdoch (2008) in their analysis of Flemish associations and individuals suggested that bonding and bridging capital are expressed both internally (within) and externally (between) associations. In line with those findings, this study posits that internal cognitions and behaviors exist within individuals involved in

associations and between those individuals and their communities. This position is consistent with Schmid's (2002) identification of social capital as motivation. He writes:

> An argument has been made to conceptualize and measure social capital as motivation. As such it is a productive asset that can transform inputs to useful products much as does physical capital. This promises to allow research on how these different motivational patterns affect behavior and community outcomes. Further, if measures of the sources and radius of social capital were available for different communities, it would provide basic data to relate to some of the observed differences in trust and other social and economic functioning of communities. And, if these measures were available over time, the community characteristics and experiences that are associated with the creation, growth, and decline of social capital could be better explored. This would allow social capital to take its place in the inventory of valuable assets now dominated by measures of physical and human capital. (p. 763)

This work aims to begin to answer this call for longitudinal research by establishing a possible psychometric method for collecting this data in and with associations.

Social Capital and Associations

The importance of associationalism prevails today, long after Alexis de Tocqueville's (1835, 1840) observations of associations in the United States. Though doubts exist (see Boggs, 2001; Newton, 1997; Rothstein & Stolle, 2003), associations are still a source of civic action in both their formal and informal forms (Putnam, 1993, 2000; Larson et al., 2004; Ganpati, 2008). This view prevails in the "social capital" perspective on associationalism, which suggests that associational activity helps increase political

participation (Kaufman, 1999). Thus, social capital may be one key to a comeback of associationalism within and across associations.

Associations have demonstrated a continued influence on capacity-building and social change. In neighborhoods, they can influence crime prevention (see review by Ganapati, 2008). In Putnam's (2000) eyes, associational development is a win-win game (see discussion by DeFilippis, 2001). The literature on associations has well-documented formal activities in associations such as attending, giving, and leading; however, this study seeks to respond to Schmid's (2002) questioning of social capital's emotional roots, "what is the source (motive) of these actions?" (p. 752). In addition, the sources of the more informal neighboring behaviors in associations are explored positing that psychological social capital will be found as one of the myriad of sources for behaviors within associations and between association members and the larger communities of whom interests they represent. Associations do not fully encapsulate social capital in and of themselves; thus, individuals, the "energy" in their heads, are the real factories of social capital (p. 752).

Much like there are individual differences between people regarding social capital, differences between associations are anticipated as well. Geys and Murdoch (2008) highlight the differences between more bonding- or bridging-inclined associations. They noted that humanitarian organizations, neighborhood committees, hobby clubs, artist groups appear more bridging. Women's groups, youth groups, retired persons' organizations appear more bonding. Thus, associations that span across or represent larger society are more likely to be bridging (Geys & Murdoch, 2008; see also Stolle, 1998; Stolle & Rochon, 1998); however, Geys and Murdoch (2008) note in their

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analysis of bonding and bridging potential that differences appear when looking at bonding and bridging behavior within or outside of associations. These findings parallel Theiss-Morse and Hibbing's (2005) findings as well.

"Conceptual fuzziness" persists in the current line of discourse on social capital (Geys & Murdoch, 2008, p. 442). What is bridging? What is bonding? Are they different within or outside of associations? Are they different within or outside of individuals? The framework presented earlier focuses on this latter question, while holding a deep respect for the former questions. This exploration starts with a unique neighborhood association in the western Phoenix metro-valley. If associationalism is due for a comeback (Hirst, 2001), what follows next may bring a fresh perspective to how such a comeback can be encouraged *within* associations first. Through a mixed method community case study, the different facets of psychological social capital are explored to answer the research questions: (1) How is psychological social capital built within an association; and (2) how does psychological social capital within the association become transferred from inside the association to the larger outside community?

The Community Case Study: The Case and Selection of the Verrado Assembly

Community case studies are nothing new to research. Berg (2009) writes:

Case studies of communities can be defined as the systematic gathering of enough information about a particular community to provide the investigator with understanding and awareness of what things go on in the community; why and how these things occur; who among the community members take part in these activities and behaviors; and what social forces bind together members of this community. (p. 332)

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Berg's (2009) justification for community case studies seems fitting to discover

psychological social capital – operationalized as both cognitions and behaviors (Perkins,

Hughey, & Speer, 2002) – in and between associations and their respective communities.

For this study, a geographic community, Verrado, and its social association, The

Verrado Assembly, were selected as the critical case for assessment. Verrado is a master-

planned community by DMB Associates, Inc. It is located within the City of Buckeye,

Arizona (United States). Verrado is located just north of the Interstate 10 freeway, and off

the Verrado Way exit. This exit is approximately 25 miles west of downtown Phoenix,

Arizona. Verrado rests at the base of the White Tank Mountains. When Verrado reaches

capacity, it will contain over 14,000 dwelling units (see Verrado.net, n.d. for more). The

development itself is encompassed within 8,800 acres (Interview 1, 1120). Thus far,

approximately 75% of the available lots are occupied (Interview 1, 426-427). A new

active adult community just broke ground in the northeast corner of the development and

it will be open for home sales in 2015. Persons 55 years or older can purchase and live in

these homes (Verrado.net, n.d.).

Demographics

Verrado is situated within one U.S. zip code: 85396. Multiple housing

developments are encompassed within this zip code precluding ready access to only

Verrado community data. Census tract level data would have been used, but the Verrado

community geographically overlaps three census tracts. Those census tracts also

encompass other housing developments; thus, data aggregation is debarred. Thus, zip

code level data is summarized to provide a general sense of the area and community.

The population of the zip code was estimated to be 12,163 in 2010, and 10,595 (+/-885) in 2012. The median age in 2010 was 37.0 and 39.0 in 2012. The area was roughly split in half by gender in 2010 (estimated 51.7% male / 48.3% female in 2012). In 2010, 83.3% of the population was recorded as white (91.3% estimated in 2012). In 2010, 21.7% of the population indicated having Hispanic / Latino heritage (24.2% estimated in 2012). Other race and ethnic variables are displayed in Table 3 below.

The U.S. Census in 2010 recorded 4,192 occupied housing units out of 5,615 total units available. This number was estimated to be 5,384 (+/- 369) in 2012 (American Community Survey). The average household size in 2010 was estimated to be 2.90; the average family size was 3.20.

Table 3.

Racial / Ethnic Backgrounds in Verrado.

Race alone or in combination with one or more other races.	2010 U.S. Census		2012 American Community Survey	
	Number	Percent	Number (Margin of Error)	Percent
White	10,127	83.3	9,676 (+/-913)	91.3
Black or African American	604	5.0	389 (+/-166)	3.7
American Indian and Alaska Native	195	1.6	144 (+/-85)	1.4
Asian	389	3.2	298 (+/-198)	2.8
Native Hawaiian or Other Pacific Islander	49	0.4	0 (+/-21)	0.0
Some Other Race	1,279	10.5	472 (+/- 322)	4.5

The income level of residents living in this zip code was more affluent than the statewide midpoints. The median household income in this zip code in 2011 was $70,480. Only 6.7% of the persons living in the zip code fell below the poverty level compared to the 19% statewide average (City-Data.com, n.d.). Residents in this zip code, specifically Verrado, have remarked that their affluence allows them to afford the high community fees for living in and up keeping the Verrado community (Interview 3). Despite the possible bias of affluence, the unique design and organization of the community were

found useful in understanding psychological social capital development and transference through the lens of a community case study.

Urban Design and Contents

A small neighborhood park identifies the different neighborhoods in the communities; residents refer to their neighborhood based on their park's name (Interview 8, 127). The development is centered around and extended from the community's main street district. This main street contains at least one of the following: Restaurants, banks, grocers, pharmacies, and music instruction studios. Additionally, at the end of the main street is a high-end golf club and course with its own restaurant and bar. Local public schools are also located adjacent to the main street district as well. These schools are affiliated with three school districts: Litchfield Elementary School District #79, Agua Fria Union High School District #216 and Saddle Mountain Unified School District #90. Additionally, public schools are planned to be built to accommodate rises in the population. Finally, there is a private school as well, the Goddard School for Early Childhood Development for children six years and under. All of these community elements and the development as a whole are designed to provide a walk-able community.

The majority of homes are mid- to high-end townhouses and single-family dwellings. The median home sales price from 2009 to 2014 ranged from just above $160,000 to just above $240,000 (City-Data.com, n.d.). The homes have an intentional design where the garages are located behind the homes and are accessed through an alley. Developer staff persons noted that the houses and lots are specifically designed to foster interpersonal interactions. There are: (1) Public spaces – the walkways and greenery in

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front of the homes; (2) semi-private spaces – the front porches and verandas of the homes; and (3) private spaces – the insides of the individual homes.

Verrado residents subscribe to a community with crafted neighborhoods. Neighborhoods in Verrado consist of seven key elements: (1) Streets with a story; (2) street trees and curb separated sidewalks; (3) architecture forward, front porches, and recessed garages; (4) authentic architecture styles and details; (5) diversity of styles; (6) variety of colors and materials; and (7) simplicity of landscape (DMB Associates, Inc, 2008, p. 8-9). Homeowners who want to change their homes' exteriors must undergo a design review process through one of Verrado's community sssociations (Verrado, n.d.).

The Associational Environment

All Verrado residents are automatically given membership in two community associations: (1) the Verrado Community Association, Inc and (2) the Verrado Assembly. The developer, DMB Associates Inc., and the Verrado Community Association oversee the development of the physical aspects of the community. The developer and the Verrado Assembly direct the social aspects of the community. The Verrado Community Association and Verrado Assembly are separate entities, and the developer supports both of them; however, their leadership meet together quarterly (Interview 12, 1016). The Verrado Community Association is governed by a board of directors and executed by a community operations manager, while the Verrado Assembly is governed by a board of trustees and executed by an executive director (DMB White Tank, LLC, 2014). After Verrado is fully developed, the developer will depart from helping run both these boards, and the community persons will take over full control (Interview 1).

The Verrado Community Association is charged with enforcing the community charter, while the Verrado Assembly works to fulfill the community covenant, which is, "a comprehensive plan for fostering a unified sense of belonging, inclusiveness and pride of place in Verrado" (DMB White Tank, LLC, 2014, p. 1). This plan is carried out by neighborhood leaders who volunteer through the Verrado Leadership program (DMB White Tank, LLC, 2014). As of January 2014, Verrado residents paid based assessments of $104 towards the Community Association and $18 towards the Assembly.\ (DMB White Tank, LLC, 2014). Because this study focused on understanding psychological social capital development and transference in associations and communities, the Verrado Assembly is examined as the association in question in this community case.

Data Collection: A Mixed-Method Approach to
Psychological Social Capital

Research Design

An embedded mixed method design was utilized for the study-at-hand; it is represented as QUANT (+ qual) (see Creswell & Clark, 2010 for more on embedded designs). This design was chosen based on Perkins, Hughey, and Speer's (2002) comment, "What scholars generally agree on is the need for mixed methods that are sensitive to the ecological context of psychological community building" (p. 38). At this point, the literature review has been thoroughly conducted to elucidate the two research questions: (1) How is psychological social capital built within an association; and (2) how does psychological social capital within the association become transferred from inside the association to the larger outside community? Quantitative and qualitative data collection methods were employed concurrently to answer these questions.

Quantitative. The quantitative portion of this study utilized a post-positivist epistemology. Positivists and post-positivists believe that an objective reality exists and that reality can be measured (Bailey, 2007). They hold the epistemological belief that the researcher can assess and evaluate the social world independent of their role in that world (Bailey, 2007). Their axiological stance is that research should be value-free without underlying agendas (Bailey, 2007). They employ methodologies that are aimed at attaining reliable, valid, and generalizable results (Bailey, 2007). The quantitative portion of the study remains post-positivist rather than solely positivist because the researcher recognizes that the absolute truth can never be found in a single study (Creswell, 2009). A post-positivist approach is leveraged through a quantitative questionnaire used to assess motivation, satisfaction, and psychological social capital cognitions and behaviors.

Qualitative. The qualitative portion of this study utilized the interpretive paradigm and constructivist epistemology. Constructivists believe that no *single* objective reality exists, and they hold the epistemological belief that the researcher does not exist independent of his or her research. Objectivity cannot be assured, and research cannot be value-free, which is their axiological stance. They employ methodologies that, though subjective, are aimed at attaining deeper-meaning and explanations (Bailey, 2007). This portion is constructivist rather than post-positivist because the open-ended questionnaire items, interviews, and town hall in this study were leveraged to help explain and provide deeper-meaning to the quantitative results (Creswell, 2009; Creswell & Clark, 2010).

Participants

Quantitative and Qualitative Online Questionnaire. The target population of this study included Verrado Assembly members. A volunteer and snowball sample of

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Verrado Assembly leaders and members were used to define the participant pool for this study. Participants were recruited in three ways. First, the staff of the Verrado Assembly distributed the survey questionnaire via email and the community website to members of the Verrado Assembly. This was done using an anonymous survey link. Second, the survey was announced at a monthly meeting of the Verrado Leadership program. Third, these leaders who attended that monthly meeting were encouraged to ask others (i.e. their neighbors) to fill out the online questionnaire; they were reminded to encourage others via email as well. As per IRB requirements, the respondents voluntarily signed-up for the study; they were not forced to provide responses to the survey questionnaire. Eighty-one individuals fully completed the online questionnaire – a summary of the demographic characteristics is provided later in this analysis.

Qualitative Interview Sampling Strategy. A criterion purposeful sample of Verrado Assembly leaders was used for the phone and in-person interviews in this study (Berg, 2009; Padgett, 2008). The sample consisted of key informants who were available during the study's timeframe. The participants in the sample were recruited using two strategies. First, key informants were selected by Verrado Assembly staff to be contacted by the researcher. Second, the researcher attended a monthly meeting of the Verrado Assembly's leadership and asked key informants to sign up to be interviewed. These persons were current or former Verrado Assembly volunteers (hereafter called leaders) from the Verrado Leadership program; thus, they met this study's criteria to take part as key informants for the interviews. No persons were forced to volunteer; they were also made aware of any harms and benefits of participation following IRB protocol.

The seventeen participants for the key informant interview portion of the study were current leaders in the Verrado Assembly and currently live in the Verrado community. Seven of the key informants were men, and ten of the key informants were women. Participants were not asked to provide any additional demographics nor did the researcher note those demographics for purposes of confidentiality and privacy. Five participants were interviewed by phone and twelve participants were interviewed in-person at a local coffee shop and restaurant or in their own homes. Different interview protocols were utilized for the phone versus in-person interviews. The telephone interviews contained fewer question than the in-person interviews (see Appendix A).

Leadership Town Hall. Another criterion purposeful sample of Verrado Assembly leaders was used for the town hall portion of this study (Berg, 2009; Padgett, 2008). The sample consisted of key informants (leaders from the Verrado Leadership program) who attended a monthly meeting in May 2014 (Berg, 2009; Padgett, 2008). The participants listened to a presentation on social capital and public safety, and then were asked questions about social capital and their association. Forty-four out of the sixty-two leaders in attendance provided responses at the town hall.

Ethical Considerations

The participants were provided informed consent forms for each portion of the study. With the interviews specifically, participants read interview protocol and provided verbal consent (audio recorded digitally) before the interview sessions began. With all portions of the study, participations were told they could withdraw at any time and that their results could be removed from the study at their request. Confidentiality was written

and verbally assured by the researcher, and Institutional Review Board (IRB) approval was ascertained prior to data collection.

Data Collection Tools and Instruments

Quantitative and Qualitative Online Questionnaire.

Instrument. The items and scales used in the quantitative questionnaire instrument were developed and attained based on previous research on this study's constructs. Subject matter experts from Arizona State University and Verrado reviewed the questionnaire to ensure face and content validity. The quantitative questionnaire was developed and the data was collected using Qualtrics software, Version 57155 of the Qualtrics Research Suite (Copyright © 2014 Qualtrics, Provo, UT, USA). A built-in mechanism measured how long it took participants to complete the online questionnaire.

The questionnaire contained 144 items, and 18 psychometric scales. These items and scales are discussed in detail hereafter. Likert and Likert-type scales were used; the term Likert-type is used because the true Likert scale only ranges from strongly disagree to strongly agree and has only five points (see Likert, 1932; Likert, Roslow, & Murphy, 1934). Reliability statistics (Cronbach's alpha) are provided in this section; however, construct, discriminant, convergent, and criterion-related validity statistics are presented in the results sections. Principal components factor analysis was used to assess construct validity for each of the scales. Correlation and regression were used to assess discriminant, convergent, and criterion-related validity as well.

Demographics. For comparisons, seven demographic questions were used. The demographics investigated included gender, age, employment status, education level, marital status, ethnicity, and leadership experiences in Verrado. Just over a quarter of the

respondents (27.4%) contained men; just over half (55.6%) of the respondents contained women; and, just under a quarter (23.5%) of the individuals preferred not to answer. No gender differences were observed regarding scale responses.

The ages of respondents ranged from 29 to 74. Only one individual was under 30 (1.2% of the sample). Less than ten percent of the respondents (6.2%) ranged from 30 to 34, but no one indicated they were between 35 and 39. Just over ten percent of the respondents (13.6%) were between 40 and 49 years of age. Sixteen percent of the respondents were between 50 and 59. Those 60 to 69 comprised the largest proportion of respondents (24.7%). Less than ten percent of the sample (7.4%) was between the ages 70 and 74. Finally, over thirty percent (30.9%) of respondents did not provide their age.

The ethnic backgrounds of the respondents were largely White/Caucasian (64.2%). Just less than five percent (4.9%) of the persons were of Hispanic descent (Latino/Latina). Two and a half percent of the individuals were Asian or Pacific Islander, two and a half percent were of other backgrounds or multi-racial. Just less than a quarter (24.7%) of the respondents did not answer this question. The employment statuses and educational levels of the respondents are reflected in Tables 4 and 5, respectively.

Table 4.

Employment Status of Questionnaire Respondents

Reported Status	Frequency	Percent
Employed full time	23	28.4
Employed part time (not retired)	4	4.9
Retired, not working at all	20	24.7
Retired, working part time	6	7.4
Unemployed	2	2.5
Homemaker	5	6.2
Self-employed part time	1	1.2
No answer	20	24.7

Table 5.

Education Level of Questionnaire Respondents

Reported Status	Frequency	Percent
High school graduate	1	1.2
Technical or vocational school	3	3.7
Some college or university	13	16.0
Community or junior college graduate (2-year degree)	5	6.2
College graduate (4-year degree)	23	28.4
Graduate or advanced degree	15	18.5
No answer	21	25.9

The majority of the respondents were married or partnered (64.2%). Just less than

five percent (4.9%) were widowed, two and a half percent were divorced, and two and

half percent were never married. Just over a quarter (25.9%) of the respondents did not

answer this question.

Just over half of the survey respondents indicated they were current members of

Verrado Leadership (51.9%). Just over a quarter (25.9%) of the respondents indicated

they were leaders of clubs or groups in the Verrado Assembly. Just under a quarter of

respondents (23.8%) indicated that they were not members of the Verrado Leadership.

Dispositions, Values, Motives, and Expectations. Respondents were asked to rate

their level of importance of eighteen items that pertain to common motives and values

regarding and desired benefits from the Verrado Assembly (1 = Definitely Unimportant,

2 = Somewhat Unimportant, 3 = Neither Unimportant Nor Not Important, 4 = Somewhat

Important, 5 = Definitely Important). The prompt begins, "Regarding your association,

how important are the following to you?" Nine items were written to assess more

intrinsic motives, and nine items were written to assess more extrinsic motives. These

items were developed by the research based on Herzberg's (1966; 1968; 1987) two-factor

theory and the work of Deci and Ryan (1985). Table 6 contains the full list of items. The

extrinsic (hygiene) scale items had moderate reliability (α = .796), and the intrinsic

(motivator) scale items had high reliability (α = .892).

   Satisfaction with Association Experiences. Respondents were then asked to rate

their level of satisfaction regarding the eighteen items used to assess motives and values

regarding and desired benefits from the Verrado Assembly (1 = Very Dissatisfied, 2 =

Dissatisfied, 3 = Neither Satisfied nor Dissatisfied, 4 = Satisfied, 5 = Very Satisfied).

Table 6 contains the full list of items. The extrinsic (hygiene) and the intrinsic

(motivator) scale items had very high reliability (α = .904, α = .949, respectively).

Table 6.

Intrinsic and Extrinsic Motives and Values Regarding and Desired Benefits.

Intrinsic - Motivators	Extrinsic - Hygiene
Opportunities for learning	Adequate facilities for meetings and/or events
Opportunities for individual achievement	Affordable costs for attending events
Opportunities to take on new responsibilities	Verrado Assembly's policies and procedures
Opportunities for friendships to develop	Location of Verrado Assembly's meetings and/or events
Opportunities for personal growth	Opportunities to interact with people you do not know
Opportunities to express your talents	Providing a break from your normal work life
Opportunities to be recognized for your achievements	Providing a safe space for you
Opportunities to have fun	Opportunities to interact with Verrado Assembly's leaders
Opportunities to receive feedback on your work with the Verrado Assembly	Access to information about the Verrado community
Opportunities to be recognized for your achievements	Adequate facilities for meetings and/or events
Opportunities to have fun	Affordable costs for attending events

   Event, Club and Group, Association, and Community Satisfaction. Four sets of

global satisfaction measures for event, club and group, association, and community

satisfaction were adapted based on Lee and Blanchard's (2012) study. The first question

is, "Taking everything into account, how satisfied are you with [name of the (events, club

and group, association, larger community)]? (1 = Very Dissatisfied, 2 = Dissatisfied, 3 =

Neither Dissatisfied nor Satisfied, 4 = Satisfied, and 5 = Very Satisfied)." The second

question is, "How likely are you to recommend [name of the (events, association, club

and group, larger community)] to a friend or associate? (1 = Very Unlikely, 2 = Unlikely,

3 = Neither Likely nor Unlikely, 4 = Likely, or 5 = Very Likely)." The third item was "I

am proud to be a part of (events, association, club and group, or community)" (1 =

Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 =

Strongly Agree). Finally, the fourth item is, "[Name of the events, association, club and

group, or community] provide(s) great opportunities for people like me" (1 = Strongly

Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree).

The scale items had high to very high reliability: Event (α = .888), club and group (α =

.918), association (α = .937), and community (α = .913).

    Sense of Affiliation and Sense of Community. Respondents were asked to

respond to Peterson, Speer, and McMillan's (2008) Brief Sense of Community Scale. The

scale revolves around four factors of: (1) Needs fulfillment, (2) membership, (3)

influence, and (4) emotional connection. The respondents rated their level of agreement

with eight items (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4

= Agree, 5 = Strongly Agree). The eight items occurred twice; but, catered to two

different contexts, the association and the community it represents. The full list of items

is available in Table 7. The sense of affiliation scale had very high reliability (α = .951),

as did the sense of community scale (α = .917).

Table 7.

Brief Sense of Community Scale Adapted for Associations and Communities.

Sense of Affiliation with an Association	Sense of Community
I get what I need in the Verrado Assembly.	I get what I need in this community.
The Verrado Assembly helps me fulfill my needs.	This community helps me fulfill my needs.
I feel like a member of the Verrado Assembly.	I feel like a member of this community.
I belong in the Verrado Assembly.	I belong in this community.
I have a say about what goes on in the Verrado Assembly.	I have a say about what goes on in my community.
Residents involved in the Verrado Assembly are good at influencing each other.	Residents in my community are good at influencing each other.
I feel connected to the Verrado Assembly.	I feel connected to this community.
I have a good bond with others in the Verrado Assembly.	I have a good bond with others in this community.

Table 8.

Affective Commitment Scales for Associations and Communities.

Affective Commitment to an Association	Affective Commitment to a Community
I feel a strong sense of belonging to the Verrado Assembly.	I feel a strong sense of belonging to this community.
I feel as if the Verrado Assembly's problems are my own.	I feel as if the community's problems are my own.
The Verrado Assembly has a great deal of personal meaning for me.	This community has a great deal of personal meaning for me.
I enjoy discussing the Verrado Assembly with other people.	I enjoy discussing this community with other people.
I feel like "part of the family" in the Verrado Assembly.	I feel like "part of the family" in this community.
I have a strong emotional attachment with the Verrado Assembly.	I have a strong emotional attachment with this community.

Affective Commitment. Respondents were asked to rate their level of affective commitment through agreement to an associational and community commitment scale adapted from Gruen, Summers, and Acito (2000) (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree). The scale was added as another construct of psychological social capital. Only affective commitment was assessed, because normative and continuance commitment usually pertain to constraints

or motives relating to jobs or workplaces. Table 8 contains the six items used for each context separately. The affective commitment scale for associations had very high reliability (α = .954), as did the affective commitment scale for communities (α = .950).

Collective Efficacy and Empowerment. Two measures were adapted from scales by Perkins and Long (2002) and Sampson and Raudenbush (1999) to pertain to the context of both associations and communities separately. These measures were combined to create two new collective efficacy scales; one scale applied to a community context, and another applied to an association context. For the Perkins and Long (2002) adapted scale the following prompt was used: "The following are things (individually or together) an association (community) might try to do. For each one, indicate the likelihood that your association (community) can accomplish that goal" (1 = Very Unlikely, 2 = Unlikely, 3 = Neither Unlikely nor Likely, 4 = Likely, 5 = Very Likely). For the Sampson and Raudenbush (1999) adapted scale the following prompt was used: "Please indicate your level of agreement with the following statements regarding your association (community)" (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 = Agree, 5 = Strongly Agree). Table 9 contains a list of the eleven items used for each context separately. The collective efficacy scale for associations had very high reliability (α = .907), as did the collective efficacy scale for communities (α = .929).

Table 9.

Collective Efficacy Scales for Associations and Communities.

Association Collective Efficacy Scale	Community Collective Efficacy Scale	Adapted from
Improve the spaces used by the Verrado Assembly.	Improve the spaces used by your community.	Perkins & Long (2002)
Persuade the government to provide better services to residents in the Verrado Assembly.	Persuade the government to provide better services to residents in your community.	
Get residents involved in the Verrado Assembly to help each other more.	Get residents in the community to help each other more.	
Reduce any misconduct in the Verrado Assembly.	Reduce any misconduct in your community.	
Get residents involved in the Verrado Assembly to know each other better.	Get residents in the community to know each other better.	
Get information to residents involved in the Verrado Assembly about where to go for services they need.	Get information to residents in the community about where to go for services they need.	
Residents involved in the Verrado Assembly are willing to help others in this association.	Residents in this community are willing to help others in the community.	Sampson & Raudenbush (1999)
Residents involved in the Verrado Assembly make it a "close-knit" group.	This is a "close-knit" community.	
Residents involved in the Verrado Assembly can be trusted.	Residents in this community can be trusted.	
Residents involved in the Verrado Assembly generally get along with each other.	Residents in this community generally get along with each other.	
Residents involved in the Verrado Assembly share the same values.	Residents in this community share the same values.	

Neighboring. Two measures were adapted from scales by Larsen and colleagues (2004) and Perkins and Long (2002) to pertain to both associations and communities separately. These measures were combined to create two new neighboring scales; one scale applied to a community context, and another applied to an association context. The following prompt was used: "Please respond to the following questions about the residents (not staff) you have encountered through the association, through its clubs or groups, or at its events" (1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, and 5 = Very Often). Table 10 contains a list of the six items used for each context separately. The neighboring scale for associations had very high reliability ($\alpha = .932$), as well as the neighboring scale for communities ($\alpha = .936$).

Table 10.

Neighboring Scales for Associations and Communities.

Neighboring in Associations	Neighboring in Communities	Adapted from
You informally converse with residents you know from the Verrado Assembly.	You informally converse with residents in Verrado.	Larsen et al. (2004)
You invite over residents you know from the Verrado Assembly.	You invite over residents from Verrado.	
Residents you know from the Verrado Assembly invite you over.	Residents from Verrado have invited you over.	
You offer help to residents you know from the Verrado Assembly.	You offer help to residents in Verrado	
You offer advice to a resident you know from the Verrado Assembly.	You offer advice to a resident in Verrado.	Perkins & Long (2002)
You discuss a problem in the Verrado Assembly with a resident.	You discuss a problem in Verrado with a resident.	

Citizen Participation. Two measures were adapted from Perkins and Long (2002) to pertain to both associations and communities separately. These two new citizen participation scales used a prompt identical to that used for the neighboring behavior scales (1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, and 5 = Very Often). Table 11 contains a list of the five items used for each context separately. Two additional yes/no questions were utilized to measure participation, "Are you a current member of Verrado Leadership?" and "Do you serve as a leader in the Verrado Assembly, such as a club or group administrator?" One question apart from the scale was, "Thinking about work you might do for the association outside of meetings, how many hours would you say you give to the association each month, if any?" The participation scale for associations had very high reliability ($\alpha = .912$), and the participation scale for communities also had high reliability ($\alpha = .872$).

Table 11.

Citizen Participation Scales for Associations and Communities.

Citizen Participation in Associations	Citizen Participation in Communities	Adapted from
You attend meetings hosted by the Verrado Assembly.	You attend a meeting in Verrado not hosted by the Verrado Assembly.	Perkins & Long (2002)
You speak up during meetings hosted by the Verrado Assembly.	You speak up during meetings in Verrado not hosted by the Verrado Assembly.	
You do work for the Verrado Assembly outside of meetings.	You do work for Verrado not sponsored by the Verrado Assembly.	
You attend an event or program hosted by the Verrado Assembly outside of a formal meeting.	You attend an event or program in Verrado not hosted by the Verrado Assembly.	
You lead or plan a program or event hosted by the Verrado Assembly.	You lead or plan a program or event in Verrado not sponsored by the Verrado Assembly.	

Open Ended Questions. The scales used in this study do not fully encompass all

the different facets of the constructs assessed, specifically the individual and situational

factors and involvement behaviors. Following the Likert and Likert-type scales, five

open-ended questions were asked of the respondents. These questions were drawn from

constructs related to associational development (see Figure 1). Table 12 contains the

eight qualitative questions used.

Table 12.

Open-Ended Questions

Open-Ended Association Questions	Open-Ended Community Questions	Construct(s)
What do you like most about your association?	What do you like most about your community?	Motives, Values, and Satisfaction
What do you like least about your association?	What do you like least about your community?	Motives, Values, and Satisfaction
Please describe your involvement in the association	Please describe your involvement in your community.	Neighboring and Citizen Participation
Please describe how well the association does at engaging new leaders and participants in its programs.		Satisfaction
Please describe how well the association provides you with news and information you want or need about your community.		Satisfaction

In-Person and Phone Interviews. The interview questions were developed to better understand the individual and situational factors, satisfaction, involvement behaviors in associations, and psychological social capital transference. Early on in this study's research, these aforementioned constructs appeared to need more in-depth investigation, because of the dearth of research on these constructs in context of associations. All questions in each of the three sections were developed to complement the quantitative questionnaire. Two different protocols were used for in-person and phone interviews (see Appendix A).

The full (in-person) interview protocol was segmented into three sections. The first set of seven questions used in the full (in-person) interview protocol focused individual factors, such as dispositions, motives, values, and expectations regarding involvement in associations. These questions were used to build rapport with and better get-to-know the individual participant.

The second set of two questions with two alternative versions were modeled after Herzberg, Mausner, and Snyderman's (1959) initial methodology. The foundation for this measurement instrument is derived from *The Motivation to Work* written by Herzberg, Mausner, and Snyderman (1959). The researchers asked their sample of accountants and engineers about specific times on the job that they felt *really good* or *really bad* on the job (as cited by Sachau, 2007). Herzberg and his colleagues (1959) importantly noted the length of each affective experience after each positive and negative event were described. Herzberg and colleagues (1959) investigated "job attitudes *in toto*" (p. 11) by studying job factors, attitudes, and effects simultaneously to develop a new and better theory. This would get at what they called the factors-attitudes-effects complex.

Critical incidents help identify exceptionally high or low moments in the experiences of different persons (Herzberg, 1959). Colonel John C. Flanagan (1954), a prominent and early CIT user, noted that a single critical incident – phrase, statement, or description given by a study participant – must be "sufficiently complete in itself to permit inferences and predictions to be made about the person performing the act" (p. 327). Criticality is indicated if "the purpose or intent of the act seems fairly clear to the observer and where its consequences are sufficiently definite to leave little doubt concerning its effects" (p. 327). These clear and thick descriptions aided Herzberg and colleagues (1959) in identifying organizational drivers of satisfaction and dissatisfaction.

The third and final set of eleven questions focused on individual factors and situational factors, informal and formal involvement behaviors, and how psychological social capital is transferred from thoughts and actions inside an association to the larger outside community that the association serves. Probes derived largely from Padgett (2008) were used to better understand these constructs. Participants were asked exemplifying questions rather than general questions about how they felt about their association and community. Participants were asked to return to parts of their earlier narratives to gain further clarification. Participants were also asked to elaborate on their experiences to create thick descriptions.

Leadership Town Hall. During a monthly meeting of the Verrado Leadership program, the sixty-three attendees were asked to respond to two questions: (1) How does your involvement as a leader in the Verrado Assembly help you better connect with others in Verrado; and (2) how does the Verrado Assembly help you become a leader that

works to build social capital in Verrado? Participants who attended the town hall provided their answers for both these questions on index cards.

Data Analysis

Quantitative Questionnaire. Descriptive statistics were first used to search for error and skew in the data that might impact validity, reliability, and other findings. Inferential model-building statistical techniques, specifically path analysis using correlation and multiple regression, were used to assess the structures proposed in Figures 1 and 2. Exploratory path analysis using multiple regression was chosen over structural equation modeling because of the small sample size. Other inferential tests, such as t-tests and ANOVAs, were used to assess differences based on demographic variables.

Qualitative Questionnaire, Interview, and Town Hall Responses. An interpretive approach was used for coding. The interpretive approach allows the researcher, "to treat social action and human activity as text" (Berg, 2009, p. 339). As generally required, the interview data was transcribed into written text for analysis (Berg, 2009). The qualitative questionnaire responses and town hall answers were already in written form, but were compiled in a Microsoft Word document. Coding took place using the right margins and comment function in Microsoft Word. The identification of sub-codes within coded responses and axial linkages were made by physically organizing paper strips of cut out coded transcriptions. Only manifest content was coded, specifically elements that was obviously understood and physically identified in the responses. Latent content underlying each of the responses requiring a great deal more of time and reliance on the researcher's interpretation was not explored (Berg, 2009).

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A template coding approach was used to analyze the textual data transcribed from the interviews. The a priori categories (codes) for the codebook were based on the social psychological constructs discussed before and assessed by the quantitative questionnaire. The linkages made by respondents in their responses were noted in order to establish patterns among codes and to later develop themes using axial coding. Codes that were used for the first recorded answers were applied to subsequent answers consistent with the open coding procedure described in Padgett (2008); however, new codes that emerged in the subsequent answers were applied retroactively to the former answers as well. While only one researcher coded the data because of the dissertated nature of this study, multiple strategies for rigor were employed to support the findings of this research.

Strategies for Rigor

The researcher sought to maintain rigor in this research, so that findings were not overly influenced by his biases. To establish trustworthiness, different methods were utilized. The researcher used reflexivity during data analysis, a strategy for rigor, which is appropriate for all epistemologies (see Creswell, 2000). Horsburgh (2003) defines reflexivity as "active acknowledgement by the researcher that her/his own actions and decisions will inevitably impact upon the meaning and context of the experience under investigation" (p. 308). The researcher has had exposure to the work of Herzberg and colleagues' (1959) research on job satisfaction and other motivational theories prior to the analysis, and he felt influenced by his exposure to that research. Throughout coding, the researcher actively reflected on and noted whether his codes relied too heavily on Herzberg and colleagues' (1959) work or too heavily on the work of others previously discussed (see Guillemin & Gillam, 2004 for more on this reflexive process).

An audit trail was kept during data analysis as well. Lietz and Zayas (2010) described the audit trail process as "keeping a detailed written account of the research procedures" (p. 198). The researcher wrote detailed notes in a codebook in Microsoft Word during data collection and analysis. A decision trail was recorded as decisions evolved during the coding process. Member checking was also used in this study; preliminary results and findings were reviewed with the Verrado Assembly staff before the final results were written. This member checking helped ensure correct terminology in coding of the Verrado Assembly's facets. Other strategies that were used included: (1) peer debriefing – having the researcher constantly review the study's codebook and coded transcriptions; and (2) thick descriptions – using probing questions to elicit in-depth participant responses (see Creswell, 2000; Lietz & Zayas, 2010; Padgett, 2008).

The greatest strategy for rigor employed through this mixed method design was data triangulation. The multiple sources from which data was collected (i.e. interviews, town hall, and questionnaire) help increase the trustworthiness of the study's findings (Lietz & Zayas, 2010). Additionally, the length of time spent on this study in formal and informal conversations with the Verrado Assembly's leaders, members, and staff and the multiple research methods employed makes the case as well for prolonged engagement (Lietz & Zayas, 2010). Finally, some questions were adapted from Herzberg and colleagues' (1959) work making the case for transferability (see Lietz & Zayas, 2010). This study's findings regarding psychological social capital development and transference (soon to be described) reflect an exhaustive look at the two research questions through three different methods and their samples from the Verrado Assembly, the Verrado Assembly's leadership program, and the Verrado community.

Data Analyses and Results: Describing the Climate of the Verrado Assembly

The mixed-method embedded research design served well to better understand the Verrado Assembly's organizational and community climate. This section contains descriptive reliability, and validity statistics for the eighteen scales and demographic items. Qualitative responses describing the constructs assessed by each scale are provided as well. These responses are used to confirm scale items (i.e. triangulation), and highlight the research gaps of the quantitative instrument. These responses aim to answer the first research question: How is psychological social capital built within an association?

Verrado Assembly members overall gave high marks to the eighteen five-point scales (see Table 13). Overall, individual item means and medians ranged between 2.740 and 4.750. Scale reliabilities were also moderate to high; they ranged from $\alpha = .796$ to .954. Principal Components Analysis revealed high construct validity for all scales used (see Appendix B for validity tables). It is important to also note that mean substitution at the item level was used to replace missing data points so that aggregates could be generated for each scale. This form of substitution was performed because of the small size of the sample. Finally, differences between leaders from the Verrado Leadership program and non-leaders are discussed following the presentation of the scale statistics.

As previously mentioned, Table 13 includes the overall descriptive statistics for each scale. The percentages given for average item responses are provided based on the sum for each individual on each scale divided by the number of items the scale used. The percentages reported are based on the percentage of persons who fell between the upper and lower real limits of the scale's anchors. For example, an aggregate score of 40 on the extrinsic motives' scale would yield an item level average of 4.444, thus classified as 5.

Table 13.

Scale Statistics and Response Percentages

Scales	Items	α	Scale Mean (Mean at Item Scale Level)	Scale Median (Median at Item Scale Level)	Scale s (s at Item Scale Level)	1 at Item Scale Level	2 at Item Scale Level	3 at Item Scale Level	4 at Item Scale Level	5 at Item Scale Level
Extrinsic Motives	9	.796	38.235 (4.248)	39 (4.333)	5.327 (.592)	1.2%	0.0%	6.2%	53.1%	39.5%
Extrinsic Satisfaction	9	.904	36.000 (4.000)	36 (4.000)	6.452 (.717)	0.0%	2.5%	22.2%	45.7%	29.6%
Intrinsic Motives	9	.892	35.840 (3.982)	36 (4.000)	6.230 (.692)	0.0%	4.9%	18.6%	54.3%	22.2%
Intrinsic Satisfaction	9	.949	33.383 (3.709)	33 (3.667)	6.871 (.763)	0.0%	6.2%	37.0%	40.8%	16.0%
Event Satisfaction	4	.888	17.185 (4.296)	18 (4.500)	2.937 (.734)	1.2%	1.2%	3.8%	39.5%	54.3%
Club Satisfaction	4	.918	16.037 (4.009)	16 (4.000)	3.614 (.904)	1.2%	6.2%	8.6%	44.5%	39.5%
Association Satisfaction	4	.937	15.222 (3.806)	16 (4.000)	4.240 (1.060)	3.7%	7.4%	17.3%	37.0%	34.6%
Community Satisfaction	4	.913	18.370 (4.593)	19 (4.750)	2.638 (.660)	1.2%	1.2%	1.2%	16.2%	80.2%
Association Collective Efficacy	11	.907	41.161 (3.742)	42 (3.818)	7.492 (.681)	0.0%	1.2%	35.8%	48.2%	14.8%
Community Collective Efficacy	11	.929	42.210 (3.837)	43 (3.909)	7.853 (.714)	1.2%	3.7%	24.7%	51.9%	18.5%
Sense of Affiliation	8	.951	26.148 (3.269)	28 (3.500)	7.783 (.973)	7.4%	9.9%	32.1%	38.3%	12.3%
Association Affective Commitment	6	.954	18.827 (3.138)	19 (3.167)	6.496 (1.087)	8.6%	17.3%	38.3%	22.2%	13.6%
Sense of Community	8	.917	32.173 (4.022)	32 (4.000)	5.800 (.725)	1.2%	1.2%	11.2%	54.3%	32.1%
Community Affective Commitment	6	.950	25.074 (4.179)	26 (4.333)	5.076 (.846)	1.2%	5.0%	7.4%	38.3%	48.1%
Association Neighboring	6	.932	18.568 (3.095)	19 (3.167)	6.227 (1.038)	7.4%	16.1%	39.5%	28.4%	8.6%
Community Neighboring	6	.936	22.617 (3.770)	23 (3.833)	6.045 (1.008)	1.2%	7.4%	29.7%	29.6%	32.1%
Association Participation	5	.912	14.975 (2.995)	15 (3.000)	5.861 (1.172)	6.2%	9.8%	48.2%	23.5%	12.3%
Community Participation	5	.872	15.148 (3.030)	15 (3.000)	5.313 (1.063)	8.6%	22.3%	39.5%	19.7%	9.9%

Extrinsic Motives

Quantitative. The extrinsic motives scale overall received high marks by

respondents and the nine scale items received high marks as well (see Table 14). Item

means and medians ranged between 3.680 and 5.000. Scale reliability was moderate (α =

.796). Principal Components Analysis revealed high construct validity for the scale. The PCA yielded three significant components. The first component (eigenvalue$_1$ [unrotated] = 3.657, eigenvalue$_1$ [rotated] = 2.363) sufficiently loaded all the scale items when unrotated (see Appendix B, Table 1). The other two components did not load every scale item sufficiently (eigenvalue$_2$ [unrotated] = 1.308, eigenvalue$_2$ [rotated] = 1.980; eigenvalue$_3$ [unrotated] = 1.040, eigenvalue$_3$ [rotated] = 1.661), but did load at least one scale item when rotated (see Appendix B, Table 2).

Table 14.

Extrinsic Motives Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
Adequate facilities for meetings and/or events	4.250	5	1.019	2.5%	6.2%	8.6%	29.6%	53.1%
Affordable costs for attending events	4.510	5	0.823	2.5%	0.0%	6.2%	27.2%	64.2%
Verrado Assembly's policies and procedures	4.330	5	0.880	1.2%	3.7%	8.6%	33.3%	53.1%
Location of Verrado Assembly's meetings and/or events	4.000	4	1.012	1.2%	7.4%	21.0%	30.9%	39.5%
Opportunities to interact with people you do not know	4.260	4	0.755	1.2%	1.2%	7.4%	50.6%	39.5%
Providing a break from your normal work life	3.680	4	1.202	8.6%	7.4%	18.5%	38.3%	27.2%
Providing a safe space for you	4.320	5	1.093	4.9%	2.5%	11.1%	18.5%	63.0%
Opportunities to interact with Verrado Assembly's leaders	4.090	5	1.120	2.5%	8.6%	17.3%	21.0%	50.6%
Access to information about the Verrado community	4.800	5	0.557	1.2%	0.0%	0.0%	14.8%	84.0%

Qualitative. Amongst the qualitative responses (interview, questionnaire, and town hall responses), the most prevalent extrinsic motive for involvement identified in the Verrado Assembly was access to information from the Assembly leaders and staff. The numerous examples include those such as: "I like knowing what's going on…and I learn a lot about what's happening in Verrado" (Interview 1: 655-656); "I like knowing what's going on" (Interview 10: 338); "knowing what's happening…I'm not in the dark about anything" (Interview 10: 367-368); and, "I like the information and knowing

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what's going on" (Interview 2: 279). One interviewee went so far to say that, "The most significant thing is that…you do find out things in advance, they [the Assembly staff] experiment with us and look for our opinions" (Interview 13: 394-395). Instead of being critical of decisions made by Assembly staff, Assembly leaders prefer to be informed and be more understanding (Interviews 1, 2, & 13). One interviewee commented, "The low information people can be critical about whatever, you know. That's because they don't understand the difficulty factor. Get into the ring with the bear and then tell me how easy it is" (Interview 4: 304-306).

The second more common extrinsic motive amongst the qualitative responses was to meet new people. One interviewee noted a possible reason for this answer was due to where residents previously hail from. She noted, "a lot of transplants really need each other" (Interview 3: 326). Others simply had a desire to meet new people. Responses included: "I think what keeps me going is the thing that got me started. I just want to meet more people." (Interview 7: 81-82), and "I enjoy…meeting new people" (Interview 12: 525). The Assembly appeared to be a safe place to meet new people. One questionnaire respondent indicated that Verrado and the Assembly were gay-friendly.

Other extrinsic motives explicitly stated were more spurious. One participant was motivated to seek out structured experiences, because "he is a very structured person" (Interview 3: 550). Another desired an associational environment that was apolitical; he commented, "[The Assembly is] pretty apolitical" (Interview 1: 745). Another desired to be involved "to be able to help my business through my community involvement" (Interview 4: 405-406). Finally, another interview noted that she wanted an activity that would help her "to get out" (Interview 10: 380).

The primary constraint regarding involvement with the Assembly that was identified was busyness. One interviewee commented on why many do not participate in the Assembly more fully. She noted, "They're so busy with school and all that kind of stuff, PTAs, that they can't do those other things" (Interview 12: 342-346). Aside from school and children, people's work lives were noted as reasons for restraint (Interview 2, Qualitative Questionnaire). One interviewee commented, "If you worked too much you can get disconnected" (Interview 4: 369)

Others noted that they were hesitant to become more involved. One stated, "I might start to volunteer…but right now, I'm busy enough for this [amount of involvement with the Verrado Assembly]" (Interview 9: 313-314). Another said:

So I haven't really got in a lot of momentum yet. I'd like to do a little bit more about volunteering…Right now, I'm kind of like just in the background watching a few things and seeing a few things, and then I think as time goes on, I'll be a little bit more active in the actual volunteering and then being a little bit more visible. (Interview 10: 400-401, 484-486)

This hesitation was noted to change by one interviewee. "I didn't do much with the community the first five years or so. Since I have been here I have gotten more involved" (Interview 4: 501-502).

Extrinsic Satisfaction

Quantitative. The extrinsic satisfaction scale responses and its nine scale items received high marks from respondents (see Table 15). Item means and medians ranged between 3.670 and 4.220. Scale reliability was high ($\alpha = .904$). Principal Components Analysis revealed high construct validity for the scale. The PCA yielded one significant

component (eigenvalue = 5.146) that sufficiently loaded all the scale items (see Appendix

B, Table 3).

Table 15.

Extrinsic Satisfaction Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
Adequate facilities for meetings and/or events	4.100	4	0.800	0.0%	4.9%	12.3%	50.6%	32.1%
Affordable costs for attending events	4.220	4	0.894	1.2%	3.7%	12.3%	37.0%	45.7%
Verrado Assembly's policies and procedures	3.670	4	1.000	1.2%	12.3%	27.2%	37.0%	22.2%
Location of Verrado Assembly's meetings and/or events	4.110	4	0.922	1.2%	2.5%	22.2%	32.1%	42.0%
Opportunities to interact with people you do not know	4.110	4	0.837	0.0%	3.7%	18.5%	40.7%	37.0%
Providing a break from your normal work life	3.810	4	0.937	1.2%	3.7%	36.8%	30.9%	28.4%
Providing a safe space for you	4.090	4	0.964	1.2%	4.9%	19.8%	32.1%	42.0%
Opportunities to interact with Verrado Assembly's leaders	3.830	4	1.104	3.7%	6.2%	29.6%	24.7%	35.8%
Access to information about the Verrado community	4.060	4	1.076	3.7%	6.2%	13.6%	33.3%	43.2%

Qualitative. Access to information was cited amongst the qualitative responses as

a source of satisfaction and dissatisfaction. One interviewee commented on his

satisfaction, "I think the communication is good. I think they're always looking for new

ways to get better. That's all important." (Interview 1: 87-88). Satisfaction with the

transparency of the communication of information was mixed (Interviews 1, 10, &

Qualitative Questionnaire). Comments of satisfaction about access to information

included: "You know, everything is just out in the open. I don't believe that there's

anything that of course you're not going to know everything you know" (Interview 10:

377-378); and, "Communication is clear and concise; very informative" (Qualitative

Questionnaire: 711). Others desired more transparency (Interview 1, Qualitative

Questionnaire). One interviewee expressed dissatisfaction, "There's times I wish they

were a little more…I can tell that they're not giving you the 100% story" (Interview 1:

764-765). Though this statement cannot be corroborated regarding the true targeted

recipient for its complaint, one questionnaire respondent noted similar dissatisfaction:

> I feel they [the Verrado Assembly] are very distant from the residents of the
>
> community. I have tried to appeal to them for help within the community to no
>
> avail. They do not communicate effectively with the residents and rarely ask for
>
> input from homeowners. (Qualitative Questionnaire: 339)

There appears a stronger desire for transparency as well as a desire for more congruence

in the messages translated from Assembly leadership meetings to the community

(Qualitative Questionnaire). One suggestion was to use printed out literature that could be

distributed or practiced by Assembly leaders to decrease the noted disconnect

(Qualitative Questionnaire). Additionally, respondents appeared satisfied with the

Assembly's website (Interview 1); however, it was noted that the website may be

underused by newcomers and those not on leadership (Interview 12, Qualitative

Questionnaire), and it could be more user-friendly (Qualitative Questionnaire).

     Those involved with the Assembly cited satisfaction with its ability to allow them

to meet new people (Interviews 3, 6, 9, 12, Qualitative Questionnaire, Town Hall). One

person commented, "I've met some very nice people that…I can socialize with

(Interview 10: 338-339). Another said, "I think it has given us an opportunity to meet a

lot of wonderful people with the same interest." (Interview 3: 425-426). Some

questionnaire respondents remarked that they were not involved. One even responded:

> I know nothing about the assembly and have never been invited to have contact or
>
> come to meetings. I do not know anyone on the Assembly nor do I know how to
>
> contact anyone on the Assembly if I needed to right away. In fact, I worry about

being known as a complainer so as to avoid the possibility of retaliation. I keep

out of it. (Qualitative Questionnaire: 87-91)

Others not involved commented that they would like to be more involved as well

(Qualitative Questionnaire).

Extrinsic satisfaction and dissatisfaction was expressed regarding the Assembly's

staff and policies (Interview 3, 4, 11, 12, 13, Qualitative Questionnaire). The staff were

described of having a "terrific reputation" (Interview 4: 122), and "they do a good job"

(Interview 13: 749). The staff members were also described as being good listeners

(Interview 13), and "their outlook is for the good of the community" (Interview 1: 494).

One interviewee even expressed, "I just can't believe all the stuff they do and how they

do it with the staff they have" (Interview 13: 686-687). Others expressed dissatisfaction

with the staff, or they wished they had power to elect or hire the staff persons (Qualitative

Questionnaire). Regarding Assembly policies, the policy of having neighborhood leaders

welcome newcomers with an apple pie was overwhelmingly liked (Interviews 3, 6, 7, 12,

13, Qualitative Questionnaires, Town Hall); however, one interviewee remarked he

wished that he could bring a bottle of wine as well (Interview 13).

Extrinsic satisfaction and dissatisfaction was expressed with the Assembly's

meetings as well. Satisfaction was expressed regarding the information received at

meetings. One leader exclaimed, "what I like about it right now is all the information that

I get at the Verrado Leadership meetings" (Interview 9: 116-117). Some did mention that

the meetings can be boring (Interview 1) and that sometimes meeting content may be

irrelevant or displeasing (Interview 2 & Qualitative Questionnaire). When the meetings

are focused on how to be welcoming, they are regarded as satisfying (Interview 12). One

interviewee noted a desire to spend more time discussing what needs improvement within the Assembly and the community (Interview 5). He stated:

> There's always room for improvement…we haven't really looked at what kind of improvements…[Assembly leaders and staff] they're open, transparent…they share whatever information they have…they start to give you a heads up as to what's coming down the pipeline…they are very transparent…we haven't really identified anything that needs improvement, not specifically we haven't really focused on anything where it does needs improvement but I'm sure there's an area that might need it, so we haven't identified these yet so. (Interview 5: 197-204)

Thus, leaders appear to be satisfied with what is discussed, specifically regarding keeping residents up to date, but some accommodations are still desired (Interviews 6 & 10).

Leaders found that the meetings were great for networking (Interview 13 & Qualitative Questionnaire); however, there was an apparent desire for more structured networking at meetings (Interview 9 & Qualitative Questionnaire). One questionnaire response reads of this desire:

> Introductory workshops for new leaders is a positive, but it would be better if the new leaders were able to interact informally with other leaders who have been involved in the growth of the community to date…mentoring relationships would help new leaders to understand and appreciate the history of Verrado, best practices for neighborhood interaction, etc. (Qualitative Questionnaire: 652-655)

Some persons expressed hardships in attending meetings due to work schedules (Qualitative Questionnaire); however, the locations of the meetings were mentioned as satisfactory (Interview 7).

A desire was articulated for greater involvement in the Assembly from current leaders and from the recruitment of new leaders (Interview 8, 12). One leader commented, "I would say we need to recruit leaders all the time, and I would honestly say, I can't picture a park having too many" (Interview 8: 1230-1231). Some residents are disinterested; they "don't do anything to actually help promote it [the Assembly]" (Interview 1: 1062-1064). Other residents are uninformed (Interviews 4 & 7). "Not everyone is invited or knows about [decisions about Verrado] or what's going on" (Interview 7: 112-113), or people are getting the wrong information even from current leaders (Interview 11 & Qualitative Questionnaire). Better outreach by the Assembly to residents on an individual basis may be needed (Interview 12). Still some Verrado residents still claim they are interested in and desire to join the Assembly's leadership program and its events (Interviews 1, 8, & Qualitative Questionnaire).

Comments on current leadership revealed its own issues. During one interview, a remark was made that it was harder to instill Verrado values into new leadership members because the group has gotten larger (Interview 12). Some have noted that the community atmosphere feels different than before (Interviews 8 & 12). Additionally, some feel that they may need to step back in their involvement to let others lead (Interview 12). One leader did indicate satisfaction upon hearing people say they are interested in and join the leadership program (Interview 1). Satisfaction with current leaders was expressed during one interview (Interview 4); however, there was a concern that some people in leadership do not give back; they just take in the information at meetings and do not pass it on (Interview 12). They do not have the same emotions when they move to Verrado or get involved in leadership (Interview 12). Some residents are

also concerned that leaders are cliquish or act superior to non-leaders (Interview 13 &

Qualitative Questionnaire).

Intrinsic Motives

Table 16.

Intrinsic Motives Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
Opportunities for learning	4.360	5	0.780	0.0%	2.5%	11.1%	34.6%	51.9%
Opportunities for individual achievement	3.750	4	1.113	4.9%	7.4%	24.7%	33.3%	29.6%
Opportunities to take on new responsibilities	3.740	4	0.946	2.5%	6.2%	27.2%	43.2%	21.0%
Opportunities for friendships to develop	4.480	5	0.691	0.0%	2.5%	3.7%	37.0%	56.8%
Opportunities for personal growth	4.270	4	0.822	0.0%	4.9%	8.6%	40.7%	45.7%
Opportunities to express your talents	3.790	4	0.996	2.5%	6.2%	28.4%	35.8%	27.2%
Opportunities to be recognized for your achievements	3.230	3	1.186	11.1%	8.6%	44.4%	17.3%	18.5%
Opportunities to have fun	4.600	5	0.626	0.0%	1.2%	3.7%	28.4%	66.7%
Opportunities to receive feedback on your work with the Verrado Assembly	3.600	4	1.158	7.4%	3.7%	38.3%	22.2%	28.4%

Quantitative. The intrinsic motives scale and its nine scale items were given high

marks (see Table 16). Item means and medians ranged between 3 and 5. Scale reliability

was moderately high (α = .892). Principal Components Analysis revealed high construct

validity for the scale. The PCA yielded two significant components. The first component

(eigenvalue$_1$ [unrotated] = 4.999, eignenvalue$_1$ [rotated] = 3.360) sufficiently loaded all

the scale items when unrotated (see Appendix B, Table 4). The second did not load every

scale item sufficiently (eigenvalue$_2$ [unrotated] = 1.170, eignenvalue$_2$ [rotated] = 2.809,

but did load at least one scale item when rotated (see Appendix B, Table 5).

Qualitative. Amongst the qualitative responses, a desire to be active and involved

was elucidated as a common intrinsic motive for involvement in the Verrado Assembly.

Responses were general such as: "I just like being active and motivated" (Interview 7:

145-146); "I like to be involved…I want to be involved" (Interview 11: 148, 153); "I like being involved" (Interview 6: 466); and, "I…was looking for opportunities to get involved" (Interview 9: 248-249). Others were more specific; one person stated, "I enjoy being involved in things and organizing and planning, and knowing what's going on" (Interview 2: 213-214). Another person noted that being active and involved was in his nature. He stated, "I get involved right away. I am very outgoing so everybody knows me. If you ask anybody in Verrado they pretty much know who I am" (Interview 3: 166-168); thus, recognition was also important (Interview 3, 13). One interview said, "I've always wanted to be able to express myself" (Interview 13: 354). Finally, interviewees noted that they preferred their involvement to primarily be through volunteering (Interview 4); although, others had contributed money at different times (Interview 13).

Another common motive was a community mindset or a mindset for service. One interviewee stated, "I just want to do a good job and try to make it fun for everybody. If everybody is having fun and everybody enjoys living here, they enjoy living here" (Interview 3: 1311-1313). Others noted a desire to give back or help people (Interviews 6 & 12). Responses of this nature included:

> We were always doing something to give back. I don't think kids are made to do that much anymore unless they were raised like us where that was a big part…I think that's important to learn that, that you have that compassion to give your time. (Interview 12: 486-489)

Another leader commented, "I love helping people. I love being there to help… I like to talk with people, see how they feel. They like that. They want somebody to listen to

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them, to hear them" (Interview 6: 619-620, 1106-1107). An aura of positivity was noted such that one noted a desire to "Be a positive force to the community" (Interview 7: 171)

A belief in community was noted (Interviews 1, 12, & 13). One person stated, "We wanted to have everybody get to know everybody. We wanted to make sure that the new people moving in were welcome" (Interview 12: 164-166). Another commented:

> We care about our community, we want it to be a great community, we want it to
> keep improving, we want people to be attracted and we want - - we want people
> to tell other people what a great place it is to live. (Interview 13: 411-413)

An interviewee noted this motive as the sole reason for joining the Verrado Assembly's leadership program. The interviewee stated:

> In learning about the Leadership's welcoming agenda for new people, that kind of
> turned us on to be a member of it, make sure everybody was welcome and if they
> have any questions about Verrado, we'll be glad to answer them. So it was natural
> for us to become Leadership. (Interview 12: 277-280)

Verrado leaders specifically noted a desire for learning not just information (Interviews 1, 12, & Qualitative Questionnaire). They wanted to share that information to benefit their community: "I found that it [Verrado Assembly] would be a nice conduit for someone to be there and share that information with the neighbors" (Interview 10: 380-381).

Intrinsic Satisfaction

Quantitative. The intrinsic satisfaction scale overall received high marks, and the nine scale items received high marks as well (see Table 17). Item means and medians ranged between 3.000 and 4.010. Scale reliability was very high ($\alpha = .949$). Principal Components Analysis revealed high construct validity for the scale. The PCA yielded one

significant component (eigenvalue = 6.441) that sufficiently loaded all the scale items

(see Appendix B, Table 6).

Table 17.

Intrinsic Satisfaction Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
Opportunities for learning	3.700	4	0.941	0.0%	12.3%	25.9%	40.7%	21.0%
Opportunities for individual achievement	3.700	4	0.887	1.2%	3.7%	39.5%	34.6%	21.0%
Opportunities to take on new responsibilities	3.770	4	0.826	1.2%	2.5%	33.3%	44.4%	18.5%
Opportunities for friendships to develop	4.010	4	0.887	0.0%	6.2%	19.8%	40.7%	33.3%
Opportunities for personal growth	3.670	4	0.866	0.0%	8.6%	33.3%	40.7%	17.3%
Opportunities to express your talents	3.580	3	0.893	2.5%	2.0%	46.9%	30.9%	17.3%
Opportunities to be recognized for your achievements	3.470	3	0.896	2.5%	4.9%	50.6%	27.2%	14.8%
Opportunities to have fun	4.010	4	0.994	1.2%	8.6%	14.8%	38.3%	37.0%
Opportunities to receive feedback on your work with the Verrado Assembly	3.470	3	0.950	1.2%	9.9%	48.1%	22.2%	18.5%

Qualitative. Respondents expressed great intrinsic satisfaction from their

involvement in the Assembly's affairs (Interview 1, 2, 5, 7, 11, 12, Qualitative

Questionnaire). One interviewee commented, "volunteering your time and effort…that's

what I enjoy" (Interview 5: 286-287). Other comments of satisfaction included, "Those

are some of the volunteer things that we do…you get more out of it than what the other

people do. Yeah. It felt good" (Interview 1: 1002-1007), and "it doesn't matter if the

Assembly sponsored, you're going to feel good about doing it" (Interview 12: 1250-

1251). Another noted, "you really feel good about what's going on because you'd see the

involvement of the entire community, you see what the assembly does and how hard

people work and what goes on" (Interview 1: 583-585). Satisfaction was seen from

observing the volunteering of others (Interviews 3 & 12). Notes of dissatisfaction were

also voiced. One respondent wrote, "many times we seem to be the Assembly's volunteer labor force" (Qualitative Questionnaire: 355).

The knowledge of community affairs from the Assembly and being able to pass on that knowledge were also sources of intrinsic satisfaction (Interviews 1, 2, 5, 9, 10, 12, & 13). Comments from interviews included, "you do find out things in advance…it's kind of neat being you know, in the middle of important information. (Interview 13: 394-397), and "I like information and knowing what's going on" (Interview 2: 279). Those same interviewees remarked on satisfaction from passing on that information. Passing on the information fostered a sense of pride of being a leadership person (Interview 10).

Leaders that pass on information and act on behalf of the Assembly shared intrinsic satisfaction from being recognized as a leadership person (Interviews 2, 3, 12, & 13). One interviewee articulated such:

> The guys I golf with, they know I'm a leadership person…They ask me what's going on and you know, I'm able to tell them and if I can't tell them, I usually can find out…it's a neat position to be in. (Interview 13: 397-403)

Another mentioned, "They come up to you and they really appreciate what you do. They would come out and say, 'Thank you.' That's great." (Interview 3: 1044-1046). They voiced satisfaction from knowing that residents can count on them (Interviews 2, 3, & 12). One person expressed dissatisfaction derived from negative correspondence with a neighbor passing on information about vandalism in the community (Interview 12).

Expression of individual talents was a source of intrinsic satisfaction (Interviews 5, 13, & Qualitative Questionnaire). One interviewee expressed satisfaction from being able to express himself through the Assembly's activities (Interview 13); he noted, "they

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experiment with us and look for our opinions" (Interview 13: 395). Another interviewee commented that he liked that Assembly leaders were seen as a barometer of the community (Interview 5). Some residents did feel that their voice was not being heard and that they have no say in community decisions; some noted this was because they had no formal vote or decision-making power in the Assembly (Qualitative Questionnaire).

Both leaders and residents affirmed intrinsic satisfaction from the Assembly's process of welcoming newcomers to neighborhoods through bringing them apple pies (Interviews 3, 6, 7, 12, 13, Qualitative Questionnaires, & Town Hall). This process can be difficult at times depending on the residents' responses to being welcomed and the number of residents that need to be welcomed (Interview 13). Some did express a desire to get the lists to welcome people sooner (Interview 12 & Qualitative Questionnaire), and some residents are still yet to be welcomed (Qualitative Questionnaire).

Finally, intrinsic satisfaction was noted and derived from the social atmosphere the Assembly provides (Interviews 1, 3, 6, 8, 9, 12, & Qualitative Questionnaire, Town Hall). Comments consisted of: "I like the social atmosphere here" (Interview 1: 146); "I like the people" (Interview 1: 651; Interview 6: 764); "We like that group of people" (Interview 12: 245); "I've met some very nice people that…I can socialize with (Interview 10: 338-339); "there's really, really wonderful people out there and you'll get the opportunity to meet them" (Interview 8: 1516-1519); "they are just fantastic people" (Interview 3: 284); and, "I think it has given us an opportunity to meet a lot of wonderful people with the same interest." (Interview 3: 425-426). Residents and leaders noted satisfaction from the friendships they developed from involvement in the Assembly (Interviews 5, 12, & Qualitative Questionnaire).The diversity of the people involved was

also noted as intrinsically satisfying (Interview 2, Qualitative Questionnaire, & Town Hall). One leader remarked:

> That's the other thing I love here too is the community. Everybody is different ages…Everybody kind of lives together and enjoys it…So you feel like a part of all that. That's what I like about it. I think this neighborhood is one of the best for community, I think. (Interview 12: 1106-1112)

Satisfaction with helping neighbors in more informal manners and informal conversations with leaders and residents was also expressed as intrinsically satisfying (Interviews 3, 8, & 10). One leader mentioned, "they're such nice people, people that genuinely want to help grow the community or show off the community and at the same time maybe help some people" (Interview 13: 566-568).

Intrinsic and Extrinsic Comparisons

Overall, extrinsic motives were rated of higher importance than intrinsic motives. Additionally, the extrinsic components of associations were rated more satisfactory than the intrinsic components. However, at the item level, intrinsic and extrinsic motives were mixed amongst ratings of importance and satisfaction. Neither intrinsic nor extrinsic items were rated of higher or lower importance compared to each other (see Table 18). Finally, neither intrinsic nor extrinsic items were rated more or less satisfactory than each other (see Table 18).

Table 18.

Rankings of Motives and Satisfaction with Association Components

	Importance		Satisfaction	
Items	Mean	Rank	Mean	Rank
Access to information about the Verrado community	4.80	1	4.06	6
Opportunities to have fun	4.60	2	4.01	8
Affordable costs for attending events	4.51	3	4.22	1
Opportunities for friendships to develop	4.48	4	4.01	8
Opportunities for learning	4.36	5	3.70	13
Verrado Assembly's policies and procedures	4.33	6	3.67	15
Providing a safe space for you	4.32	7	4.09	5
Opportunities for personal growth	4.27	8	3.67	15
Opportunities to interact with people you do not know	4.26	9	4.11	3
Adequate facilities for meetings and/or events	4.25	10	4.10	4
Opportunities to interact with Verrado Assembly's leaders	4.09	11	3.83	9
Location of Verrado Assembly's meetings and/or events	4.00	12	4.11	3
Opportunities to express your talents	3.79	13	3.58	16
Opportunities for individual achievement	3.75	14	3.70	13
Opportunities to take on new responsibilities	3.74	15	3.77	11
Providing a break from your normal work life	3.68	16	3.81	10
Opportunities to receive feedback on your work with the Verrado Assembly	3.60	17	3.47	18
Opportunities to be recognized for your achievements	3.23	18	3.47	18

Event Satisfaction

Quantitative. The event satisfaction scale rendered high marks overall and the four scale items received high marks too (see Table 19). Item means and medians ranged between 4 and 5. Scale reliability was moderately high ($\alpha = .888$). Principal Components Analysis revealed high construct validity for the scale. The PCA yielded one significant component (eigenvalue = 3.001) that sufficiently loaded all the scale items (see Appendix B, Table 7).

Table 19.

Event Satisfaction Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
Taking everything into account, how satisfied are you with Verrado Assembly's Events	4.360	5	0.870	0.0%	7.4%	3.7%	34.6%	54.3%
How likely are you to recommend Verrado Assembly's Events	4.454	5	0.759	1.2%	2.5%	1.2%	30.9%	64.2%
I am proud to be a part of Verrado Assembly's Events	4.250	4	0.916	1.2%	3.7%	13.6%	32.1%	49.4%
Verrado Assembly's Events provide great opportunities for people like me.	4.040	4	1.010	1.2%	1.2%	22.2%	43.2%	32.1%

Qualitative. Particular events mentioned as satisfactory in the qualitative portions of this study included: Fourth of July (Interview 6, 12, Qualitative Questionnaire); Founders' Day (Interviews 1, 2, 3, 6, 12, & Qualitative Questionnaire); Sunday Picnic (Interview 12 & Qualitative Questionnaire); Music on Main (Interview 12); the bike parade (Interview 12 & Qualitative Questionnaire); the pie baking contest (Interview 12 & Qualitative Questionnaire); and, Hometown Holidays / Christmas celebration (Interview 12 & Qualitative Questionnaire). One interviewee mentioned satisfaction, "If they [the Assembly] are going to do it, they are going to do it big" (Interview 3: 482-483). There was dissatisfaction expressed with the crowdedness of events (Interview 12).

Club Satisfaction

Quantitative. The club satisfaction scale received high marks as well as its four scale items (see Table 20). Item means and medians ranged between 3.910 and 5. Scale reliability was high ($\alpha = .918$). Principal Components Analysis revealed high construct validity for the scale. The PCA yielded one significant component (eigenvalue = 3.216) that sufficiently loaded all the scale items (see Appendix B, Table 8).

Table 20.

Club Satisfaction Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
Taking everything into account, how satisfied are you with Verrado Assembly's Clubs and Groups	3.910	4	1.051	2.5%	11.1%	11.1%	43.2%	32.1%
How likely are you to recommend Verrado Assembly's Clubs and Groups	4.230	5	0.991	1.2%	8.6%	6.2%	33.3%	50.6%
I am proud to be a part of Verrado Assembly's Clubs and Groups	3.960	4	0.980	1.2%	6.2%	23.5%	33.3%	35.8%
Verrado Assembly's Clubs and Groups provide great opportunities for people like me.	3.930	4	1.010	3.7%	6.2%	13.6%	46.9%	29.6%

Qualitative. Out of all the respondents only satisfaction was expressed regarding clubs in the qualitative responses; no respondents noted dissatisfaction with any clubs. The clubs were commended for bringing together people of similar interest (Town Hall: 7). They were also described as impressive (Interview 2).

Association Satisfaction

Quantitative. The association satisfaction scale was given high marks by respondents; the four scale items received high marks as well (see Table 21). Item means and medians ranged between 3.000 and 4.010. Scale reliability was high ($\alpha = .937$).

Table 21.

Association Satisfaction Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
Taking everything into account, how satisfied are you with The Verrado Assembly	3.850	4	1.141	4.9%	8.6%	17.3%	34.6%	34.6%
How likely are you to recommend The Verrado Assembly	3.930	4	1.233	4.9%	11.1 %	16.0%	22.2%	45.7%
I am proud to be a part of The Verrado Assembly	3.780	4	1.118	4.9%	6.2%	27.2%	29.6%	32.1%
The Verrado Assembly provides great opportunities for people like me.	3.670	4	1.129	7.4%	3.7%	29.6%	33.3%	25.9%

Principal Components Analysis revealed high construct validity for the scale. The PCA

yielded one significant component (eigenvalue = 3.366) that sufficiently loaded all the

scale items (see Appendix B, Table 9).

Qualitative. General satisfaction was observed amongst the qualitative responses.

One interview described, "the whole experience is good" (Interview 13: 568). When

asked what they liked most about the Assembly, one person responded, "Well I guess

what I like most is just they just exist" (Interview 7: 39-40). One questionnaire

respondent wrote, "[They] create a community that has life and meaning, not just a place

to exist" (Qualitative Questionnaire: 265-266). One leader felt "being in Verrado

Leadership helped me" (Interview 11: 552). One respondent did express dissatisfaction

writing, "frankly, I am very disappointed with the Verrado Assembly" (Qualitative

Questionnaire: 242); the respondent did not elaborate.

Community Satisfaction

Quantitative. The community satisfaction scale received the highest marks out of

all this study's scales. The four scale items received high marks as well (see Table 22).

Table 22.

Community Satisfaction Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
Taking everything into account, how satisfied are you with Verrado (as a whole)	4.560	5	0.775	1.2%	2.5%	2.5%	27.2%	66.7%
How likely are you to recommend Verrado (as a whole)	4.740	5	0.721	1.2%	3.7%	13.6%	32.1%	49.4%
I am proud to be a part of Verrado (as a whole)	4.650	5	0.727	1.2%	2.5%	1.2%	11.1%	84.0%
Verrado (as a whole) provides great opportunities for people like me.	4.420	5	1.069	1.2%	0.0%	7.4%	38.2%	53.1%

Item means and medians ranged between 4.420 and 5.000. Scale reliability was high (α = .913). Principal Components Analysis revealed high construct validity for the scale. The PCA yielded one significant component (eigenvalue = 3.187) that sufficiently loaded all the scale items (see Appendix B, Table 10).

Qualitative. General satisfaction with the Verrado community was common amongst the qualitative response (Interviews & Qualitative Questionnaire). Responses of satisfaction included statements of liking Verrado (Interview 2, 11), statements of loving Verrado (Interviews 1, 4, 6, 8, 10, 11, 12, & Qualitative Questionnaire), and statements of adoration (Interview 8). For example, one interviewee commented, "we loved the area, saw the house there, absolutely adored it" (Interview 8:14). Another exclaimed, "I love Verrado! I feel a sense of relaxation when returning to our 'island' after work" (Qualitative Questionnaire: 815). Liking and loving everything (Interviews 1, 4, & 11) and statements like, "It's just all good and pleasant" (Interview 4: 295) and "so many things I love" (Interview 6: 872) were common amongst the responses. This may be because of the variety of things to do in the community; "There are so many things going on. There's always something there you may like. So you don't have to be bored" (Interview 12: 256-257)

Others described their Verrado experience as falling in love. One stated, "the minute I drove in I fell in love" (Interview 1: 120). Another said, "I fell in love with it as soon as I got here, I knew I wanted to move or retire [here]" (Interview 13: 14-15). Finally, one interviewee commented, "I came here to visit, and I walked into Verrado and fell in love with it" (Interview 6: 393).

Some interviewees expressed happiness derived from living in Verrado. General

statements included: "They're happy living in a place like this" (Interview 6: 456-457);

"it makes me happy" (Interview 6: 838); and, "happy people come here!" (Interview 10:

225). One woman expressed her great joy from living in Verrado:

> I don't think you can find another place where people can feel like it's paradise
> and like it's almost like it's a little -- it's almost as though it's not real. It's so nice
> and so wonderful. Such a wonderful place to live…"Everyday I have things that
> I've never been so happy in my whole life as in the beginning since I've moved to
> Verrado. Never been so happy, never, ever. (Interview 6: 827-829, 842-843)

Two interviewees commented that they could not think of another place they would want

to live (Interviews 6 & 7).

The experience of living in Verrado was acknowledged as unique amongst the

qualitative responses. One interviewee noted, "it [Verrado] just exudes that type of

feeling when you walk around here" (Interview 10: 246-248). One questionnaire

respondent commented, "I love the fact that this is a community that actually lives the

community. You see people walking, biking, playing in parks, sitting on their porches,

kids playing together, dogs being walked, lots of human interaction…small town, know

your neighbor feel" (Qualitative Questionnaire: 425-428). The community spirit and the

small town feel of the community were regarded as sources of satisfaction (Qualitative

Questionnaire). Many liked the parks and the outdoor activities available (Interviews 1, 4,

13, & Qualitative Questionnaire).

The local schools were well liked (Interview 12, 13). One person mentioned,

"Verrado schools have a reputation…[they are] a big attraction. People use any excuse

they can to get their kids in the school...it's a big and it should be a big attraction" (Interview 13: 289-292). Interviewees commented that residents moved to Verrado for its schools, but some do not become involved in the community (Interviews 12 & 13).

The visual aesthetics of the community were noted as satisfying (Interviews 4, 7, 9, & 13). One interviewee noted, "the first attraction is the visual attraction" (Interview 13: 774); and another said, "It's a very attractive community" (Interview 4: 66). Another shared, "as soon as I drove down Verrado Way, I said, 'Wow, this is where I want to live.'…At that point, it didn't have anything to do with the culture…or people; it had everything to do with the visual" (Interview 13: 33-42). The aesthetics were also cited as reasons for moving to Verrado. One interviewee noted, "It was a nice neighborhood. Loved the houses. It was like an island to itself. The idea of that neighborhood is appealing to us, so that's why we moved there" (Interview 7: 29-32).

The landscaping and design were referenced as particularly satisfying. One interviewee commented on the quality of the landscaping; "the landscaping here is as pretty as...almost as pretty as a high end hotel operation" (Interview 4: 280-281). The trees were noted as particularly beautiful (Interview 4 & 13); "it's the first thing you see when you come up Verrado Way" (Interview 4: 565-566). The intentionality of the design and culture was identified as satisfactory:

> It's not like we are talking about a new car that is really sexy and exciting and it wears off. It's very real. Everything that they have done from the landscapes, the design of the streets, the way they have set up their landscaping as it moves away from the center. It's anything about it, it's just fascinating. (Interview 4: 136-139)

The visually attractive design was noted as being the primary draw to bring individuals into the community, but the people and the culture is what keeps them living there (Interviews 4 & 13).

General dissatisfaction regarding the Verrado community was not found amongst the qualitative responses. Some responses did specifically concern dissatisfaction. Some showed dissatisfaction regarding the kids skateboarding and loitering on the main street (Interviews 2, 4, 6, & Qualitative Questionnaire); thus, there was a desire expressed that there be more programmed and not programmed recreational options for kids and youth in the community (Interviews 1 & 12, Qualitative Questionnaire). There was also a desire for the recreational facilities to be more handicap-accessible (Interview 10); though many conveyed satisfaction with the main community center (Interview 3, Qualitative Questionnaire). One person did note that he or she did not like its remodel with offices and meeting spaces (Qualitative Questionnaire). Some residents expressed dismay with changes to the fitness programs offered (Qualitative Questionnaire). Further regarding leisure and recreation, residents liked the restaurants in town, but wished there were more options (Interview 2, 3, Qualitative Questionnaire). A desire was also expressed for a movie theatre as well (Interview 12).

Some persons expressed dissatisfaction with some aspects of the physical location and environment of Verrado. One commented, "the worst part of being here is the distance" (Interview 1: 184); however, others expressed satisfaction from Verrado's location suggesting that they like how close it is to the Interstate-10 (Qualitative Questionnaire) and how close it is to California (Interview 3). Some noted dismay regarding poor caretaking of others' homes and lawns (Qualitative Questionnaire). Some

expressed dissatisfaction with neighbors' dogs not being on leashes (Interview 13). Some

did not like changes in the community design during times of economic recession

(Interview 7 & Qualitative Questionnaire), but some understood these to be necessary

(Interview 1). Finally, there was also dissatisfaction conveyed regarding the large

numbers of outsiders that migrate for and traffic during Halloween, a non-Assembly

sponsored holiday (Interviews 6, 12, & 13).

Social Capital Cognitions

      Quantitative. The *sense of affiliation* scale received moderate to high marks, and

its seven out of its eight scale items were given moderate to high marks (see Table 23).

Item means and medians ranged between 2.810 and 4.000. Scale reliability was high ($\alpha =$

.951). Principal Components Analysis revealed high construct validity for the scale. The

PCA yielded one significant component (eigenvalue = 5.985) that sufficiently loaded all

the scale items (see Appendix B, Table 11).

Table 23.

Sense of Affiliation Scale Statistics and Response Percentages

Scales	Mean	Median	*s*	1	2	3	4	5
I get what I need in the Verrado Assembly.	3.400	4	1.069	7.4%	11.1%	27.2%	43.2%	11.1%
The Verrado Assembly helps me fulfill my needs.	3.300	3	0.993	7.4%	9.9%	34.6%	42.0%	6.2%
I feel like a member of the Verrado Assembly.	3.200	3	1.249	14.8%	11.1%	27.2%	33.3%	13.6%
I belong in the Verrado Assembly.	3.350	3	1.063	8.6%	7.4%	35.8%	37.0%	11.1%
I have a say about what goes on in the Verrado Assembly.	2.810	3	1.195	17.3%	21.0%	33.0%	19.8%	8.6%
Residents involved in the Verrado Assembly are good at influencing each other.	3.510	4	0.989	4.9%	7.4%	33.3%	40.7%	13.6%
I feel connected to the Verrado Assembly.	3.200	3	1.239	13.6%	13.6%	25.9%	33.3%	13.6%
I have a good bond with others in the Verrado Assembly.	3.400	4	1.180	9.9%	11.1%	24.7%	38.3%	16.0%

The *sense of community* scale received high marks, and its eight scale items

received moderate to high marks as well (see Table 24). Item means and medians ranged

between 3 and 4. Scale reliability was high (α = .917). Principal Components Analysis

revealed high construct validity for the scale. The PCA yielded one significant

component (eigenvalue = 5.282) that sufficiently loaded all the scale items (see Appendix

B, Table 12).

Table 24.

Sense of Community Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
I get what I need in this community.	3.950	4	0.947	1.2%	9.9%	9.9%	50.6%	28.4%
This community helps me fulfill my needs.	3.930	4	0.946	3.7%	3.7%	14.8%	51.9%	25.9%
I feel like a member of this community.	4.260	4	0.803	1.2%	2.5%	7.4%	46.9%	42.0%
I belong in this community.	4.460	5	0.837	1.2%	3.7%	3.7%	30.9%	60.5%
I have a say about what goes on in my community.	3.160	3	1.199	12.3%	13.6%	33.3%	27.2%	13.6%
Residents in my community are good at influencing each other.	3.840	4	0.843	1.2%	4.9%	22.2%	51.9%	19.8%
I feel connected to this community.	4.250	4	0.799	1.2%	3.7%	3.7%	51.9%	39.5%
I have a good bond with others in this community.	4.330	5	0.851	1.2%	3.7%	6.2%	38.3%	50.6%

The *association affective commitment* scale received moderate marks as well as

its six scale items (see Table 25). Item means and medians ranged between 2.890 and

3.270. Scale reliability was high (α = .954). Principal Components Analysis revealed high

construct validity for the scale. The PCA yielded one significant component (eigenvalue

= 4.881) that sufficiently loaded all the scale items (see Appendix B, Table 13).

The *community affective commitment* scale was given moderate to high marks; the

six scale items received moderate to high marks as well (see Table 26). Item means and

medians ranged between 3.900 and 5.000. Scale reliability was high (α = .950). Principal

Components Analysis revealed high construct validity for the scale. The PCA yielded one

significant component (eigenvalue = 4.824) that sufficiently loaded all the scale items

(see Appendix B, Table 14).

Table 25.

Association Affective Commitment Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
I feel a strong sense of belonging to the Verrado Assembly.	3.160	3	1.240	14.8%	9.9%	34.6%	25.9%	14.8%
I feel as if the Verrado Assembly's problems are my own.	3.210	3	1.115	9.9%	12.3%	35.8%	30.9%	11.1%
The Verrado Assembly has a great deal of personal meaning for me.	3.190	3	1.195	11.1%	13.6%	37.0%	22.2%	16.0%
I enjoy discussing the Verrado Assembly with other people.	3.270	3	0.833	9.9%	16.0%	27.2%	30.9%	16.0%
I feel like "part of the family" in the Verrado Assembly.	3.110	3	0.950	13.6%	14.8%	29.6%	30.9%	11.1%
I have a strong emotional attachment with the Verrado Assembly.	2.890	3	1.005	18.5%	16.0%	34.6%	19.8%	11.1%

Table 26.

Community Affective Commitment Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
I feel a strong sense of belonging to this community.	4.270	4	0.908	2.5%	2.5%	8.6%	38.3%	48.1%
I feel as if the community's problems are my own.	3.900	4	1.020	3.7%	7.4%	12.3%	48.1%	28.4%
This community has a great deal of personal meaning for me.	4.220	4	0.949	2.5%	3.7%	9.9%	37.0%	46.9%
I enjoy discussing this community with other people.	4.410	5	0.833	1.2%	3.7%	3.7%	35.8%	55.6%
I feel like "part of the family" in this community.	4.150	4	0.950	1.2%	7.4%	8.6%	40.7%	42.0%
I have a strong emotional attachment with this community.	4.120	4	1.005	2.5%	6.2%	11.1%	37.0%	43.2%

The *association collective efficacy* scale and its eleven scale items were given

moderate to high marks (see Table 27). Item means and medians ranged between 3.000

and 4.110. Scale reliability was high (α = .907). Principal Components Analysis revealed

high construct validity for the scale. The PCA yielded two significant components. The

first component (eigenvalue$_1$ [unrotated] = 5.814, eigenvalue$_1$ [rotated] = 3.838)

sufficiently loaded all the scale items when unrotated (see Appendix B, Table 15). The

second did not load every scale item sufficiently (eigenvalue$_2$ [unrotated] = 1.828,

eignenvalue$_2$ [rotated] = 3.804), but at least one item loaded when rotated (see Appendix

B, Table 16). The rotated model separated the overall scale into the two subscales

(efficacy and trust) that were used to create the overall scale (see Appendix B, Table 16).

Table 27.

Association Collective Efficacy Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
Improve the spaces used by the Verrado Assembly.	3.650	4	0.897	0.0%	9.9%	33.3%	38.3%	18.5%
Persuade the government to provide better services to residents in the Verrado Assembly.	3.420	4	1.128	3.7%	21.0%	23.5%	33.3%	18.5%
Get residents involved in the Verrado Assembly to help each other more.	3.600	4	1.092	3.7%	17.3%	12.3%	48.1%	18.5%
Reduce any misconduct in the Verrado Assembly.	3.360	3	1.016	3.7%	14.8%	37.0%	30.9%	13.6%
Get residents involved in the Verrado Assembly to know each other better.	3.780	4	0.962	2.5%	7.4%	22.2%	45.7%	22.2%
Get information to residents involved in the Verrado Assembly about where to go for services they need.	3.950	4	1.094	3.7%	9.9%	9.9%	40.7%	35.8%
Residents involved in the Verrado Assembly are willing to help others in this association.	4.110	4	0.851	1.2%	1.2%	19.8%	40.7%	37.0%
Residents involved in the Verrado Assembly make it a "close-knit" group.	3.780	4	0.837	0.0%	4.9%	33.3%	40.7%	21.0%
Residents involved in the Verrado Assembly can be trusted.	3.780	4	0.851	0.0%	6.2%	30.9%	42.0%	21.0%
Residents involved in the Verrado Assembly generally get along with each other.	3.980	4	0.774	0.0%	2.5%	23.5%	48.1%	25.9%
Residents involved in the Verrado Assembly share the same values.	3.750	4	0.814	0.0%	4.9%	33.3%	43.2%	18.5%

Table 28.

Community Collective Efficacy Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
Improve the spaces used by your community.	3.410	4	1.070	4.9%	14.8%	29.6%	35.8%	14.8%
Persuade the government to provide better services to residents in your community.	3.400	4	1.080	6.2%	14.8%	24.7%	42.0%	12.3%
Get residents in the community to help each other more.	3.780	4	0.908	1.2%	8.6%	21.0%	49.4%	19.8%
Reduce any misconduct in your community.	3.630	4	0.914	2.5%	8.6%	25.9%	49.4%	13.6%
Get residents in the community to know each other better.	3.880	4	0.842	1.2%	7.4%	12.3%	60.5%	18.5%
Get information to residents in the community about where to go for services they need.	3.800	4	1.018	3.7%	9.9%	11.1%	53.1%	22.2%
Residents in this community are willing to help others in this community.	4.300	4	0.697	1.2%	0.0%	6.2%	53.1%	39.5%
This is a "close-knit" community.	4.120	4	0.872	1.2%	4.9%	9.9%	48.1%	35.8%
Residents in this community can be trusted.	3.890	4	0.922	1.2%	4.9%	25.9%	39.5%	28.4%
Residents in this community generally get along with each other.	4.200	4	0.797	1.2%	2.5%	8.6%	50.6%	37.0%
Residents in this community share the same values.	3.810	4	1.074	3.7%	8.6%	19.8%	38.3%	29.6%

The *community collective efficacy* scale received moderate to high marks, and the

eleven scale items received moderate to high marks also (see Table 28). Item means and

medians ranged between 3.400 and 4.300. Scale reliability was high ($\alpha = .929$). Principal

Components Analysis revealed high construct validity for the scale. The PCA yielded

two significant components. The first component (eigenvalue$_1$ [unrotated] = 6.690,

eignenvalue$_1$ [rotated] = 5.013) sufficiently loaded all the scale items when unrotated (see

Appendix B, Table 17). The second did not load every scale item sufficiently

(eigenvalue$_2$ [unrotated] = 1.400, eigenvalue$_2$ [rotated] = 3.077), but did load at least

one scale item when rotated (see Appendix B, Table 18). The rotated model separated the

overall scale into the two subscales (efficacy and trust) that were used to create the

overall scale (see Appendix B, Table 18); however, this separation was not as cleanly delineated as with the association collective efficacy scale (see Appendix B, Table 16).

Qualitative. Though not directly asked in the qualitative methods, the respondents made statements that corresponded with psychological social capital cognitions, such as sense of affiliation or community, affective commitment, and collective efficacy. The cognitions were difficult to discriminate from each other because of their overlapping natures (as shown later); thus, excerpts regarding cognitions are simply presented regarding the Assembly, the developer, and the community as a whole.

Assembly leaders noted that people care about each other because they know each other from the Assembly (Interview 6, 12). Feelings of connectedness and belonging were observed. One interviewee commented, "you're being a part of the improvement of the Verrado community" (Interview 12: 1253). One town hall respondent wrote, "I feel the Verrado Assembly is my family, and I would do anything for any one of them" (Town Hall: 23). One leader also commented, "We know each other and work together well" (Interview 2: 595-596). However, one leader noted that those involved in the Assembly could know each other better. She said, "I think we just make the whole idea, you know, the Assembly stronger if people from various neighborhood knew each other and could network like build agendas at the different events and so forth. I think that would really help" (Interview 9: 154-156).

Many individuals displayed a sense of ownership over the affairs of the Assembly (Interviews 1, 2, 3, 5, 6, 12, 13, Qualitative Questionnaire, & Town Hall), and some felt that the Assembly's problems were their own (Interview 12). Leaders in the Assembly described themselves as ambassadors (Interview 1, 6, 8, & Questionnaire Response). One

leader shared that it was her duty "to support the community" (Interview 8: 1256).

Hesitation and dismay was observed amongst leaders who felt that they should step down

from their leadership roles to allow others to lead. One leader said, "I hate giving up [my

involvement] because I enjoy doing it and meeting new people. So I hate to give that part

up" (Interview 12: 525-526).

Residents and leaders commented on their limitations from having only a voice,

not vote, in many community decisions. "[The] group does not make decisions"

(Interview 13: 343), exclaimed one interviewee. One leader noted, "What's good about it

[the Assembly] is bad about it. It's really volunteer…it's not a decision-making body"

(Interview 1: 489-491). He continued, "I have a voice…I can voice my opinion. So,

whether they [the developer and other leaders] listen or not, I don't know…I can voice

my opinion…and that's the reason I stay involved" (Interview 1: 661-666). Another

interviewee describes the structure as, "It's not like you are a legislator or something like

that or you're going to vote on something and the majority is going to get that way, you

know. Right now, DMB is firmly in control of what happens" (Interview 13: 348-350).

Residents involved in the Verrado Assembly, specifically the Verrado Leadership

program, are to help translate the information from the developer to other residents in the

their neighborhoods (Interviews 1 & 13). One questionnaire respondent also noted, "The

Assembly represents the developer only, not the community" (Qualitative Questionnaire:

134); however, it is expected that the developer will finish its work in the community.

One individual shared success for change in Assembly's policies; he worked with

leaders to have a food truck at their Founder's Day event (Interview 3). This food truck

policy was an Assembly policy rather than a Verrado Community Association policy

because it had to deal with community events. Another leader expressed confidence in the Assembly's ability to create change. She stated, "They find, you know it's something that can be fixed and then it's fixed. Not just, you know let's talk about it and then let it go, no" (Interview 11: 158-159). However, one interviewee remarked, "I don't know if we can expect the Assembly to do it all." (Interview 12: 874).

A sense of connection and pride was expressed regarding the developer of the master-planned community. The developer was acknowledged as the founder of the community and its associations (Interview 1). One interviewee commented, "DMB is here to build a community…Verrado is DMB's commitment to a community" (Interview 1: 34, 1043-1044). Another interviewee expressed satisfaction with this philosophy. She articulated, "there is a sense of comfort you get from knowing the philosophy of your builder…not just to make a profit and run out" (Interview 10: 348-349). Another communicated that the developer and staff are doing their best to make it a great place to live (Interview 3). They are "involved…they will not let this place fail" (Interview 1: 1221-1222).

Faith in the developer by Assembly leaders was evidenced through the interviews particularly in regards to the developer's commitment to the community during recent economic recession (Interview 1, 13). One commented that they had made necessary cuts, but still "there was one year where DMB coughed up over a half a million dollars to keep this place afloat" (Interview 1: 407-408). Regarding more recent affairs, one interviewee commented, "they're adding all these other community events and these bigger things" (Interview 12: 742).

Concerns and skepticism were expressed regarding the Assembly's ability to take over community affairs once the developer is finished (Interviews 1, 2, 3, & 13). One leader commented, "the goal of DMB is to work themselves out of the association… DMB will be gone…and Verrado would run it [the Assembly]" (Interview 1: 421-422, 440). The homeowners will become the board of directors (Interview 1). He continued, "When that happens…people don't realize [that]…if we don't make enough money in HOA dues, there's no big daddy behind us" (Interview 1: 444-446). Two leaders noticed that those involved in the Assembly and community might be getting too comfortable with the free benefits they receive from the Assembly (i.e. coffee shop openings, babysitting, and food) (Interviews 3 & 13). Another leader commented:

> It will be interesting to see how well it's able to be carried on once DMB is gone…that's quite a few years down the road I think…there's quite a bit of time before that happens so it's a good thing… we'd like all the houses to sell but we'd like DMB to stick around for a while so. (Interview 2: 687-695)

As already noted, satisfaction was expressed with the Verrado community. Amongst the statements of satisfaction, respondents described feelings of closeness to each other, connection, that the community is a family, and pride (Interview 6, Qualitative Questionnaire, & Town Hall). They were satisfied in being able to know their neighbor (Qualitative Questionnaire); however, one person did mention not liking everyone knowing their business (Qualitative Questionnaire). One respondent wrote that Verrado is a "very positive and interactive place to live" (Qualitative Questionnaire: 468). "It's the people and everybody is friendly here. I mean everybody…People are a lot friendlier here. I think they are more relaxed here" (Interview 3: 261, 274), expressed

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one interviewee. One interviewee remarked, "I have a community that cares about me and that changed my life" (Interview 6: 1158).

Verrado was frequently acknowledged as a community, not a land development, in the qualitative portions of this research (Interview 1, 3, & Qualitative Questionnaire). "Verrado is a community. We live in Buckeye" (Interview 3: 336), exclaimed one interviewee. Another commented, "It's a community, not a subdivision" (Interview 1: 25). One questionnaire respondent commented on the intentionality of the community.

> The sense of community is fostered in every area – home design, parks, walking
>
> paths, hiking trails, welcome pies, leadership. Every opportunity is offered to get
>
> to know your neighbors or involved with the community if one chooses to do so.
>
> (Qualitative Questionnaire: 485-487)

Along similar lines, another interviewee articulate, "Verrado is about community and people. And that's the most important thing… It's all about…the community…If they don't get that, then they don't get Verrado" (Interview 1: 61-62, 1053-1054). People want to be committed to the Verrado community (Interview 8).

Many respondents described the Verrado community as a family (Interviews 5, 6, 10, 11, Qualitative Questionnaire, & Town Hall). One interviewee remarked, "I have a family here. Honest to God, I have a family here. I don't feel empty" (Interview 6: 851-852). Another interviewee commented on the uniqueness of Verrado. "It just makes you feel part of the Verrado family" (Interview 5: 353-355). Another stated, "You're not in a house by yourself" (Interview 6: 702-703). Two leaders expressed that they could depend on others (Interviews 3 & 11). "We need our neighbors" (Interview 3: 290), exclaimed another interviewee. Many indicated that they did feel like they knew their

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neighbors (Interviews 2, 3, 8, 13, & Qualitative Questionnaire). However, "There are some people who want to be left alone. That's fine, no problem there" (Interview 3: 581).

Statements from the interviewees also exemplified the community's uniqueness or novelty. One leader noted, "People can move in here and within a week can find people with similar interest and meet people and have a lot of roots going in different directions and just fit in a lot quicker because of those things" (Interview 2: 673-675). Another exclaimed:

That's why Verrado is Verrado. It's because of people wanting to do things. They want to do it. It's not like, 'Do I have to do that?' It's they want to do it. I have just got to go out there and do it and have fun with it. (Interview 3: 1329-1331)

Active engagement in the community was noted as amazing (Interview 3). One interviewee remarked:

The giving spirit in this community is amazing… the people just give. They don't ask for nothing. That's what great about it. It's not like a "You do me a favor, I'll do you a favor." It's "I'll do it for you no matter what. You don't have to give me nothing." It's just the way we do things. (Interview 3: 494-498)

The community was observed to operate differently than other communities from which people came (Interviews 1, 2, 3, 6, 12, 13, & Qualitative Questionnaire). Community members knew where to get information on how to be better engaged in the community (Interview 2). Finally, one leader expressed his dreams for the Assembly's future role in the community:

I would like to see one day where you know, Verrado is big enough to be its own town and have its own Mayor and have its own decision-making ability. You

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know, all the things that you would want your community not to be just absorbed

by Buckeye or with DMB and be Verrado. I don't see why that couldn't happen,

you know, five years down the road. (Interview 13: 421-425)

Social Capital Behaviors

   Quantitative. Respondents gave moderate to high marks to the association

neighboring scale, and the six scale items were given moderate to high marks, also (see

Table 29). Item means and medians ranged between 2.740 and 4.000. Scale reliability

was high (α = .932). Principal Components Analysis revealed high construct validity for

the scale. The PCA yielded one significant component (eigenvalue = 4.500) that

sufficiently loaded all the scale items (see Appendix B, Table 19).

Table 29.

Association Neighboring Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
You informally converse with residents you know from the Verrado Assembly.	3.640	4	1.076	3.7%	9.9%	29.6%	32.1%	24.7%
You invite over residents you know from the Verrado Assembly.	2.880	3	1.239	18.5%	14.8%	39.5%	14.8%	12.3%
Residents you know from the Verrado Assembly invite you over.	2.740	3	1.292	24.7%	14.8%	32.1%	18.5%	9.9%
You offer help to residents you know from the Verrado Assembly.	3.260	3	1.212	11.1%	11.1%	37.0%	22.2%	18.5%
You offer advice to a resident you know from the Verrado Assembly.	3.140	3	1.159	9.9%	16.0%	39.5%	19.8%	14.8%
You discuss a problem in the Verrado Assembly with a resident you know from the Verrado Assembly.	2.910	3	1.217	14.8%	22.2%	30.9%	21.0%	11.1%

   The community neighboring scale received moderate to high marks as well as the

six scale items (see Table 30). Item means and medians ranged between 2.740 and 4.000.

Scale reliability was high (α = .936). Principal Components Analysis revealed high

construct validity for the scale. The PCA yielded one significant component (eigenvalue

= 4.557) that sufficiently loaded all the scale items (see Appendix B, Table 20).

Table 30.

Community Neighboring Scale Statistics and Response Percentages

Scales	Mean	Median	s	1	2	3	4	5
You informally converse with residents in Verrado.	4.090	4	1.063	3.7%	4.9%	14.8%	32.1%	44.4%
You invite over residents from Verrado.	3.680	4	1.202	20.0%	8.6%	29.6%	22.2%	33.3%
Residents from Verrado have invited you over.	3.690	4	1.179	6.2%	7.4%	29.6%	24.7%	32.1%
You offer help to residents in Verrado	3.930	4	1.093	3.7%	4.9%	25.9%	25.9%	39.5%
You offer advice to a resident in Verrado.	3.590	4	1.202	3.7%	17.3%	25.9%	22.2%	30.9%
You discuss a problem in Verrado with a resident.	3.640	4	1.197	4.9%	12.3%	28.4%	22.2%	32.1%

The association participation scale received moderate marks, and the five scale

items were given low to moderate marks (see Table 31). Item means and medians ranged

between 2 and 4. Scale reliability was high (α = .912). Principal Components Analysis

revealed high construct validity for the scale. The PCA yielded one significant

component (eigenvalue = 3.714) that sufficiently loaded all the scale items (see Appendix

B, Table 21).

The respondents varied in the number of hours they were involved with the

Verrado Assembly. On average, they volunteered 5.949 hours per month; however, the

distribution of responses was positively skewed. The median amount of hours given per

month was 3, and the mode was 2 hours given per month.

Table 31.

Association Participation Scale Statistics and Response Percentages

Scales	Mean	Median	*s*	1	2	3	4	5
You attend meetings hosted by the Verrado Assembly.	3.280	4	1.485	18.5%	16.0%	11.1%	27.2%	27.2%
You speak up during meetings hosted by the Verrado Assembly.	2.880	3	1.317	21.0%	16.0%	30.9%	18.5%	13.6%
You do work for the Verrado Assembly outside of meetings.	2.780	3	1.466	29.6%	13.6%	23.5%	16.0%	17.3%
You attend an event or program hosted by the Verrado Assembly outside of a formal meeting.	3.670	4	1.173	8.6%	3.7%	27.2%	33.3%	27.2%
You lead or plan a program or event hosted by the Verrado Assembly.	2.370	2	1.346	35.8%	22.2%	22.2%	8.6%	11.1%

Table 32.

Community Participation Scale Statistics and Response Percentages

Scales	Mean	Median	*s*	1	2	3	4	5
You attend a meeting in Verrado not hosted by the Verrado Assembly.	3.120	3	1.197	14.8%	17.3%	29.6%	17.3%	21.0%
You speak up during meetings in Verrado not hosted by the Verrado Assembly.	2.990	3	1.299	16.0%	19.8%	29.6%	18.5%	16.0%
You do work for Verrado not sponsored by the Verrado Assembly.	2.640	3	1.297	23.5%	25.9%	24.7%	14.8%	11.1%
You attend an event or program in Verrado not hosted by the Verrado Assembly.	3.620	4	1.179	4.9%	11.1%	32.1%	21.0%	30.9%
You lead or plan a program or event in Verrado not sponsored by the Verrado Assembly.	2.780	3	1.414	24.7%	22.2%	19.8%	17.3%	16.0%

The community participation scale was given moderate marks, and the five scale items received moderate marks as well (see Table 32). Item means and medians ranged between 2.640 and 4.000. Scale reliability was moderately high ($\alpha = .872$). Principal Components Analysis revealed high construct validity for the scale. The PCA yielded one

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significant component (eigenvalue = 3.310) that sufficiently loaded all the scale items (see Appendix B, Table 22).

Qualitative. The notion of autonomous involvement was apparent amongst the qualitative portions of this research. One leader remarked, "The Assembly is not mandatory. It's totally voluntary" (Interview 1: 611); thus, there is respect acknowledged for others who decide not to be involved (Interview 1, 3). However, involvement is more of a spectrum as one interviewee noted. She said, "you can be as involved or uninvolved as you want…you can be as active as you want" (Interview 6: 691, 698). Another noted, "Anybody here can be as involved and as effective as they want" (Interview 4: 313-314). Some residents "like to know what is going on. Some of them go home, and they stay in their houses" (Interview 3: 578-579). One leader remarked:

> It's your choice, it's your personal commitment that you are volunteering, can walk away from at any time, and kind of open it up…We used to take new leaders…at a particular time of the year…They don't do that anymore, they've started to just bring people in as they come and I think that works better. (Interview 8: 1214-1224)

Finally, the charge of leadership in the Assembly was described as "to welcome your new neighbor, be a liaison between Assembly and your neighborhood, [and] organize a neighborhood get together" (Interview 12: 884-886).

The Assembly provides a number of opportunities for individuals to be involved (Interviews 1, 2, & 11). One leader noted, "you go to a lot of things…there's a myriad of opportunities for volunteering" (Interview 1: 687-688, 793). Another remarked, "There's so much going on, there are so much you can get involved with in Verrado" (Interview

11: 252-253). The vast number of opportunities does not necessarily foster a desire to participate in every opportunity as one leader noted:

> I mean that's what a community is about, there's a lot of options and you pick and choose what you're interested in, so I don't think it's a bad thing. It's just those were the times where I was just less interested. (Interview 2: 156-158)

These Assembly opportunities were described as being "part of the heartbeat" of Verrado (Interview 5: 171).

Formal participation in the Assembly took on a few forms. Formal charges of being a leader were to attend meetings, welcome newcomers to their neighborhoods, organize and host a neighborhood party, attend and volunteer at Assembly sponsored events, give money in support of Assembly projects, and act as a liaison between the Assembly and others in the community (Interviews 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 12, 13, Qualitative Questionnaire, & Town Hall). One leader spoke of his meeting experiences:

> It's a social setting, so we look forward to seeing everybody and then afterwards we start…we talk…we look forward to the presentations and the speakers that we have on board. (Interview 5: 256-261)

Additionally, at the monthly meetings respondents remarked that they are able to receive information about the Assembly, community and events that can be passed on to their neighborhoods (Interviews 1, 2, 3, 7, 11, 12, & 13). They are also able to socialize and meet new people at monthly meetings (e.g., Interview 6). Finally, leaders noted that they felt comfortable discussing community issues with others (in general) and, specifically, at meetings (Interviews 1, 2, 3, 11, & 13).

Respondents in the qualitative portion of this research mentioned that hosting a neighborhood gathering, also known as porch or park parties were part of formal participation in the Association. One interviewee remarked, "We have a block party once a year and then probably three or four porch parties" (Interview 13: 629-630). Some people have park or porch parties two or more times a year (Interview 12). These gatherings "make it a little bit more intimate to our own community, get people to know you [as a leader and neighbor]" (Interview 13: 613-614). The Assembly provides resources for hosting these gatherings (Interview 1, 3). "They give us the trailer with all the bells and whistles, which is fantastic" (Interview 3: 1004-1005). The trailer contains tables, chairs, and games (Interview 1). Other neighborhoods may join or attend other park parties. These joint parties may have upwards of 60 people in attendance (Interviews 3, 8, 12, & 13). The two gated communities have their own parties too that can use Assembly resources (Interview 8). Despite the resources and growing population, one interviewee felt that park party involvement might be decreasing overall (Interview 12).

Sharing information with other community members was noted as a duty of leaders in the Assembly (Interviews 3, 6, 8, 9, 10, 11, 12, 13, & Qualitative Questionnaire). One leader described such a duty:

> Yeah, more informed, more involved. People ask us what we do. I think there are a lot of people that joined leadership because of wanting to know more and feeling like they want to be part of this. That's what I think the best part is. (Interview 12: 1214-1216)

The leaders are charged with getting newcomers and current residents connected to community information sources like email lists and Verrado.net (Interviews 3, 8, 11, 12,

13, & Qualitative Questionnaire). Any information that needs to be passed on immediately is sent out via email (Interviews 3, 8, 11, 12, & Qualitative Questionnaire). Some leaders noted that they give out their phone numbers to their neighbors (Interviews 2, 3, & 12).

Though not a formal charge of leadership, many leaders illustrated that they wanted to be accessible to their fellow community members (Interviews 2, 4, 7, 9, 13, & Town Hall). "I make myself available to them [neighbors]" (Interview 9: 1833-1834), exclaimed one leader. Another remarked:

> You want to be attainable to them. You don't want any of the negativity going around to change the neighborhood…You have the sense of ownership. But in the community…[you have] the sense of obligation to the Verrado whole network to be a positive force to the community. (Interview 7:158-161)

Leaders mentioned that it was important for community residents to know whom they can talk to about community information (Interview 2, 9, Town Hall: 10). One noted, "Sometimes you have to handhold people through the process" (Interview 4: 515-516). Another described this importance:

> Giving information, that was the other thing that as a community grows, there is a lot of information that goes around and sometimes you get kind of disinformation, it's not accurate whatever, so one of the things we're charged with and once your neighborhood knows that you're the leader or the captain, they'll come to you. Ok, so I heard that, right, and then, let me tell you what the real story is. (Interview 8: 1000-1009)

Many leaders feel that the Assembly "squelches rumors, shares facts" (Town Hall: 16), and leaders feel they help do that (Interviews 2, 8, & Town Hall). They "enjoy knowing what's going on and being able to let people know" (Interview 2: 294-295); they are not there to police the community but to engage the community (Interview 1). However, when passing on information, they at times are the receptacles of the backlash reactions from neighbors that receive that information and find it unpleasant (Interview 12).

Another association duty was to welcome newcomers to their neighborhoods, specifically by bringing them apple pies that were supplied by the local grocer (Interviews 1, 3, 7, 8, 11, Qualitative Questionnaire, & Town Hall). "We welcome neighbors" (Interview 3: 965), exclaimed one leader. Another leader described, "You make sure you go over and welcome them to Verrado and give them some information" (Interview 1: 916-917). Ideally, every new neighbor gets an apple pie from a leader (Interviews 3, 6, 7, 8, 11, 12, 13, Qualitative Questionnaire, & Town Hall). The timing of when they receive the apple pie varies. One leader explains:

> When they move in or they are moving in or when they actually move in, if I
>
> don't catch them the day they are moving in, when they are moving I will do that
>
> whenever; I tried to get them back within the month. (Interview 11: 378-381)

Through the apple pie program and neighborhood parties, leaders and residents get to know new neighbors (Interview 13), know who lives in each place on their block (Interview 8), encourage involvement (Interview 12), and connect neighbors with proper channels for accurate Assembly and community information (Interviews 2 & 12).

Although not an official charge, recruiting others to be leaders in the Assembly and to volunteer for Assembly events was a behavior enacted by leaders (Interviews 3, 6, 8, & 10). One leader remarked:

I've done a lot of knocking on doors trying to get people get involved and different things. And I wish there was a way to make -- get those people more involved and get the apathy. I mean, it's like any other thing. Ten to fifteen percent of the people do ninety percent of the work. (Interview 1: 793-796)

Others have had an easier time recruiting others. One leader explained, "I have to say that there have been people in my neighborhood, approached me and said, 'I'd like to apply for leadership'" (Interview 8: 1174-1176). Another leader commented that Verrado.net helps people get information on how to get involved (Interview 5). Many felt it was their job to promote Verrado (Interviews 1, 2, 3, 6, & 12). As one leader described:

I think that being a part of what makes it a good place to live and helping promote that is rewarding to me because I enjoy living here. So if I can help promote that…promoting some of the events and things like that to me is valuable because if I can participate in what makes it different and a good place to be then I can kind of ensure the future so. (Interview 2: 303-307)

Volunteering at larger Assembly events was noted as part of being involved (Interviews 1, 8, 12, 13, Qualitative Questionnaire, & Town Hall). There are large-scale community events that Assembly leaders and residents volunteer at such as Founder's Day (Interviews 1, 12, & 13). The leaders also have a role in evaluating these events. One leader noted, "we have feedback, like lesson plan, lesson learned what happened, what went well and what – so we adjust or add in or take out" (Interview 11: 223-224).

The Assembly also offers opportunities to volunteer at community service organizations each month (Interviews 3, 8, 12, 13, Qualitative Questionnaire, & Town Hall). Some of these opportunities were held outside of the community like Phoenix Rescue Mission, while others were held inside the community like Feed My Starving Children Mobile Pack at a local church and inside the city like the Buckeye Air Show.

Other opportunities included field trips to local community venues and service-providers. These included field trips to the public library, the local theatre, Luke Air Force Base, White Tank Mountains, Fire Station, Palo Verde Nuclear Power Plant, and the ground breaking for a new older adult development in the community (Interviews 1, 2, 3, 5, & Town Hall). One interviewee expressed that people might never have had pursued these opportunities without the Assembly's leadership program (Interview 3).

Leaders and non-leaders alike described the behaviors they enacted in the community and with fellow community members. Leaders, specifically, felt comfortable introducing themselves to the neighbors [outside of Assembly responsibilities] and meeting people (Interviews 1, 5, & 8). Both leaders and non-leaders felt comfortable informally greeting others in the community (Interviews 2, 3, 4, 6, 8, 12, & Qualitative Questionnaire). One leader remarked that she liked driving her golf cart around and saying hi to people she saw (Interview 3). Others mentioned they "have participated socially with couples who also reside in Verrado. Have invited them to our home" (Qualitative Questionnaire: 125).

Residents mentioned that they would go use community facilities (i.e. Center on Main, Pool) (Interviews 11, 12, & Qualitative Questionnaire), and also attend community events (e.g., school graduations) (Interviews 3, 12, 13, & Qualitative Questionnaire).

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Those who responded commonly mentioned that they attended local school events (Interviews 12, 13, & Qualitative Questionnaire). Some mentioned that they worked for one of the community facilities, worked at a local school, or served on a local school board (Interviews 12, 13, & Qualitative Questionnaire). Others noted involvement in their local church in the area (Interviews 3, 4, & Qualitative Questionnaire). Residents also mentioned patronizing local restaurants in the area and took advantage of the local outdoor opportunities (Interviews 1, 3, 13, Qualitative Questionnaire, & Town Hall).

Leaders remarked on being available to share the information they have from their involvement in the Assembly and other community organizations with others in the community outside their neighborhood (Interviews 3, 9, 11, 12, & Qualitative Questionnaire). One leader commented, "I easily stop and chit chat with them and let them know that who I am and this is my card and my number and my email and let them know that we are here for them" (Interview 11: 375-376). Another leader would spend his Sunday morning at the local grocery store drinking coffee with friends (Interviews 3 & 4). He commented that residents knew who he was. "If they need to know anything, stop and see [leader's name omitted], he will tell you exactly what is going on" (Interview 3: 522-523). Leaders also mentioned that residents would thank them saying things like, "Thank you, you did something in our neighborhood." (Interview 3: 1286).

Interviewees and questionnaire respondents remarked on starting or being involved in a club (i.e. Food Tasting, Books, Outdoor or Indoor Games, Quilting Astronomy, and Horseshoe) or local community groups (Interviews 1, 2, 3, & Qualitative Questionnaire). One club started by a non-Assembly leader was the Verrado Kennel Club (Interviews 2, 3, & Qualitative Questionnaire), which helps keep track of the dogs in the

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community. One leader stated, "[it was] an example of rather than people complaining that someone left their dog out they're trying to find ways to figure whose dog they are." (Interview 2: 651-653). Some residents have gotten involved in block watch, a safety patrol for the community (Interview 3, 8, Qualitative Questionnaire). One leader commented on his block watch experience, "when they see us go around you can't believe how many people come up to the cruiser and just say, 'Thank you, thank you for just coming into my neighborhood'" (Interview 3: 1039-1040). Others also get involved in the pride committee, which works to make the community look nicer aesthetically and works to share information about and to promote adherence to community policies and procedures (Interviews 3, 8, & Qualitative Questionnaire).

Helping behaviors were often noted as behaviors occurring in the community (Interviews 2, 3, 6, 8, 11, & 12). Some provided examples about how they helped neighbors navigate community policies and procedures (Interviews 2, 3, 11, & 12). Others helped neighbors formally petition for changes in the community (Interviews 3 & 11). Some leaders remarked that they helped neighbors as they dealt with social and health problems (Interviews 6, 8, & 12). Finally, others commented that they were givers or recipients of help with individual home needs (Interviews 3, 8, & 10). These helping behaviors included repairs and maintenance, using their homes, watching homes and pets, and general handiwork (Interviews 3, 8, & 10). Regarding these helping behaviors, one leader remarked that some people are more proactive than others (Interview 8).

Group Differences and Biases

Significant scale differences were observed between leaders and non-leaders in the Verrado Assembly. Members of Verrado Leadership indicated greater extrinsic

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values and motives ($t[79] = 2.005$, $p < .05$), but no differences were indicated for intrinsic values ($t[79] = 1.539$, $p = $ ns). Members of Verrado Leadership indicated higher levels of extrinsic satisfaction ($t[79] = 4.685$, $p < .001$), intrinsic satisfaction ($t[79] = 3.097$, $p < .01$), event satisfaction ($t[64.47] = 2.649$, $p < .05$), club satisfaction ($t[79] = 3.289$, $p < .01$), and association satisfaction ($t[63.992] = 5.164$, $p < .001$). The difference between Verrado Leadership and non-leadership in community satisfaction was only marginally significant ($t[52.917] = 1.965$, $p < .1$). Sense of affiliation and sense of community were both higher for members of Verrado Leadership ($t[68.855] = 5.863$, $p < .001$, $t[79] = 2.741$, $p < .01$, respectively). Association affective commitment was higher for members of Verrado Leadership ($t[79] = 6.502$, $p < .001$), but community affective commitment was only marginally significant ($t[63.815] = 1.788$, $p < .1$). Association collective efficacy and community collective efficacy were both higher for members of Verrado Leadership ($t[79] = 3.349$, $p < .01$, $t[79] = 2.302$, $p < .05$, respectively). Association neighboring behavior was higher for members of Verrado Leadership ($t[79] = 2.837$, $p < .01$), but community neighboring behavior was not significant ($t[79] = 0.773$, $p = $ ns). Association participation and community participation were both higher for members of Verrado Leadership ($t[79] = 7.014$, $p < .001$, $t[79] = 2.973$, $p < .01$, respectively).

Few significant scale differences were observed between club and group leaders and non-leaders from the Verrado Assembly. Club and group leaders exhibited marginally significantly higher club satisfaction ($t[79] = 1.868$, $p < .1$). They also exhibited marginally significantly higher association neighboring ($t[79] = 1.950$, $p < .1$). Association participation was higher for club and group leaders ($t[79] = 2.574$, $p < .05$), but community participation was only marginally significant ($t[79] = 1.885$, $p < .1$).

There was only one demographic or life course driver (see Hager, 2014) difference observed. Age was negatively related to association participation ($r = -.276$, $p < .05$). Gender, housing type, marital status, income, and other demographics were not significantly different or related to any of the scales.

Data Analyses and Results: Discovering Psychological Social Capital In and Out

Exploratory path analysis was used to analyze the conceptual models (see Figures 1 & 2) and construct a new model for engagement within associations and between associations and their communities. The path analysis models serve to answer the study's two research questions: (1) How is psychological social capital built within an association, and (2) how is psychological social capital transferred between an association and its larger community? This section outlines the results and asks two post-hoc research questions: (1) How is psychological social capital built within a community, and (2) how is psychological social capital reinforcing within an association?

Nineteen pathways were explored to assess how psychological social capital is built within associations, and additional pathways were investigated to see how it is reinforced in associations (i.e. behaviors leading to satisfaction). Figure 14 depicts the results of the pathway investigation and the overall tested model. The bivariate correlations of all scales are found in Appendix C, Table 1. This section provides the results of these pathway investigations and reports the standardized beta coefficients for those pathways (β) and their respective error variances ($e = \sqrt{[1-R^2]}$). Pathways that were significant at the $\alpha = .05$ level are represented by solid lines. Dashed lines represent pathways that may be "approaching" significance or were "marginally" significant at the $\alpha = .10$ level. Results for this level of significance were included because of the small

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sample size. Finally, qualitative responses germane to pathway connections (i.e. axial codes) are presented as well for further support.

How is Psychological Social Capital Built Within an Association?

   Individual Factors. The first pathway explored was the connection between the intrinsic (motivator) and extrinsic (hygiene) individual values members held for their association. A bidirectional direct effect was observed between the two individual (extrinsic and intrinsic values) factor scales ($\beta = .459$, $p < .001$). Tables 2, 3, 4, 5, 6, and 7 (see Appendix C) outline the two regression models and their significance. 21.1% of variance in each factors were explained in the regression models (adjusted $R^2 = .201$), which left the error variance for the path analysis as $e = .888$. This model is mapped below in Figure 3.
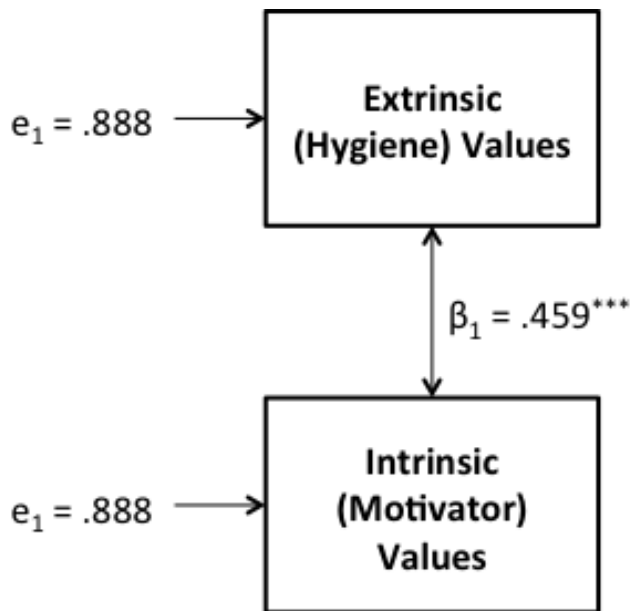
Figure 3. Bidirectional Direct Effect Between Extrinsic and Intrinsic Individual Factors.

   Individual Factors and Situational Factors. The next pathway explored was the relative influence between the individual (intrinsic and extrinsic) values and satisfaction derived from those same (intrinsic and extrinsic) factors in their associational

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situational context. Intrinsic values had two direct effects on extrinsic and intrinsic satisfaction ($\beta = .324$, $p < .01$, $\beta = .414$, $p < .001$, respectively). When accounting for the intrinsic factors, the extrinsic factors effects on extrinsic and intrinsic satisfaction were fully mediated. Tables 8, 9, 10, 11, 12, and 13 (see Appendix C) outline the two regression models and their significance. 21.9% of variance in extrinsic satisfaction was explained in the regression model (adjusted $R^2 = .199$), which left the error variance for the path analysis as $e = .884$. 17.1% of variance in intrinsic satisfaction was explained in the regression model (adjusted $R^2 = .161$), which left the error variance for the path analysis as $e = .910$. This model is mapped in Figure 4.
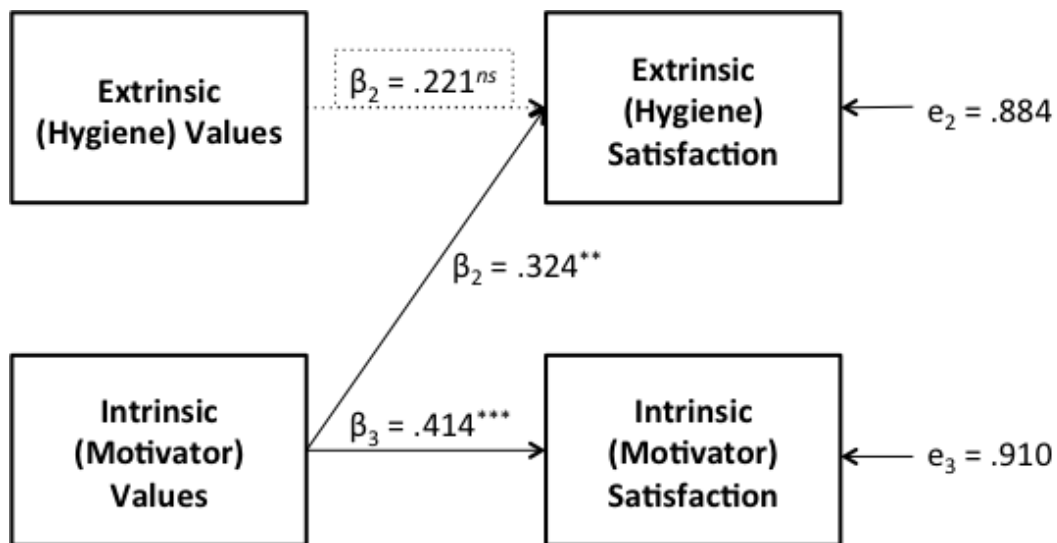
Figure 4. Direct Effects Between Extrinsic and Intrinsic Individual Factors and Situational Factors.

Situational Factors. The relationship between intrinsic and extrinsic satisfaction in the context of the association was also explored. A bidirectional direct effect was observed between the two situational (extrinsic and intrinsic satisfaction) factor scales ($\beta = .711$, $p < .001$). Tables 14, 15, 16, 17, 18, and 19 (see Appendix C) outline the two regression models and their significance. 50.5% of variance in each factor were explained

in the regression models (adjusted $R^2 = .499$), which left the error variance for the path

analysis as $e = .704$. This model is mapped below in Figure 5.

Figure 5. Bidirectional Direct Effect Between Extrinsic and Intrinsic Situational Factors.

Individual and Situational Factors and Event Satisfaction. The connection

between the individual (intrinsic and extrinsic) values, (intrinsic and extrinsic)

satisfaction, and event satisfaction was investigated. Three significant direct effects were

observed predicting event satisfaction. Extrinsic values negatively predicted event

satisfaction ($\beta = -.214$, $p < .05$). Intrinsic values positively predicted event satisfaction ($\beta

= .232$, $p < .05$). Extrinsic satisfaction positively predicted event satisfaction ($\beta = .556$, $p

< .001$). Intrinsic satisfaction was fully mediated after including the other three factors ($\beta

= .193$, $p < .1$). Tables 20, 21, and 22 (see Appendix C) outline the regression model and

its significance. 59.2% of variance in event satisfaction was explained in the regression

model (adjusted $R^2 = .571$), which left the error variance for the path analysis as $e = .639$.

This model is shown in Figure 6.
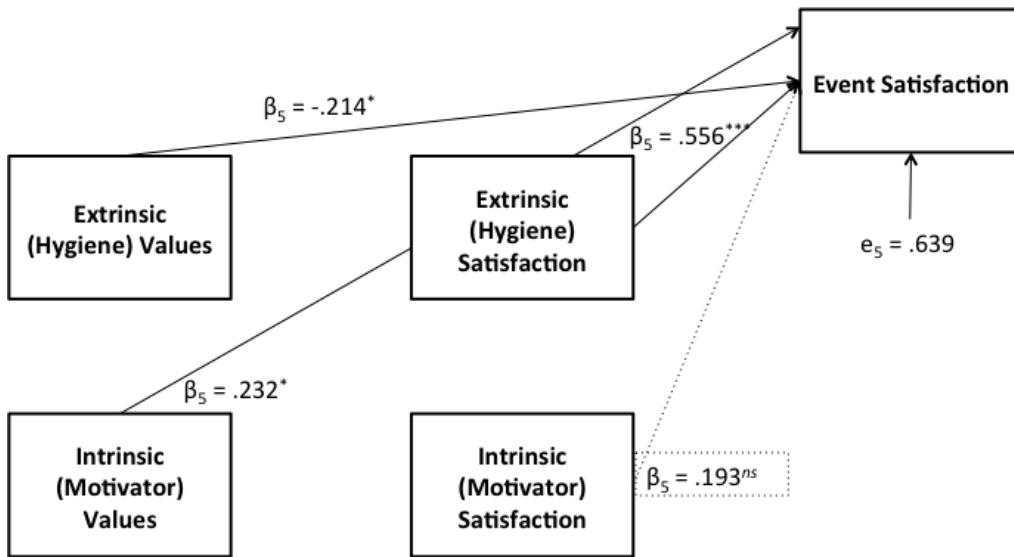
Figure 6. Direct Effects Between Extrinsic and Intrinsic Individual Factors and Situational Factors and Event Satisfaction.

Individual Factors, Situational Factors and Event Satisfaction and Club Satisfaction. The same individual values and aforementioned satisfaction factors were then linked to club satisfaction yielding only one significant effect predicting club satisfaction. Event satisfaction positively predicted club satisfaction ($\beta = .403$, $p < .01$). The individual and situational factors were fully mediated after including event satisfaction. Tables 23, 24, and 25 (see Appendix C) outline the regression model and its significance. 36.8% of variance in club satisfaction was explained in the regression model (adjusted $R^2 = .326$), which left the error variance for the path analysis as $e = .795$. This model is mapped below in Figure 7.
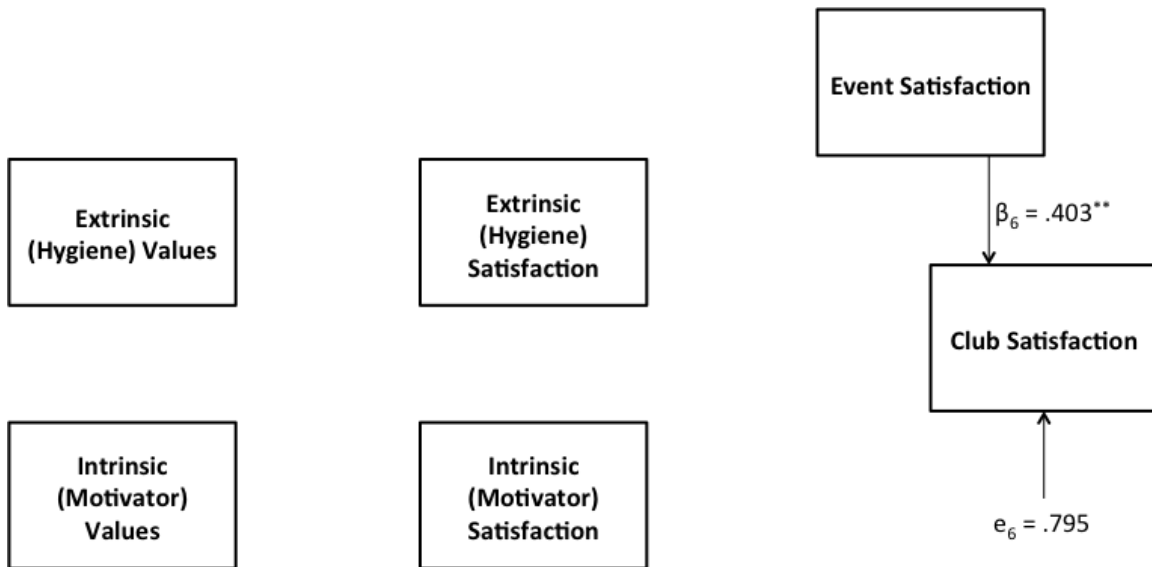
Figure 7. Direct Effects Between Extrinsic and Intrinsic Individual Factors, Situational

Factors and Event Satisfaction and Club Satisfaction.

Individual Factors, Situational Factors, Event Satisfaction and Club

Satisfaction and Association Satisfaction. The connections between individual factors,

situational satisfaction, and general satisfaction with the association and its facets were

explored. Three significant direct effects were observed predicting association

satisfaction. Event satisfaction positively predicted association satisfaction ($\beta = .306$, $p <$

.01). Club satisfaction positively predicted association satisfaction ($\beta = .245$, $p < .01$).

Extrinsic satisfaction positively predicted association satisfaction ($\beta = .290$, $p < .05$). The

two individual factors and intrinsic satisfaction were fully mediated after including the

other satisfaction variables. Tables 26, 27, and 28 (see Appendix C) outline the regression

model and its significance. 67.7% of variance in association satisfaction was explained in

the regression model (adjusted $R^2 = .651$), which left the error variance for the path

analysis as $e = .568$. This model is mapped below in Figure 8.

Figure 8. Direct Effects Between Extrinsic and Intrinsic Individual Factors, Situational

Factors, Event Satisfaction and Club Satisfaction and Association Satisfaction.

Satisfaction and Affiliation, Commitment, and Efficacy. The relationships

between general satisfaction with the associations and its clubs and the psychological

social capital cognitions within the context of an association were investigated. One

significant direct effect was observed that predicted sense of affiliation; association

satisfaction positively predicted sense of affiliation ($\beta = .825$, $p < .001$). Event and club

satisfaction were fully mediated after including association satisfaction. Tables 29, 30,

and 31 (see Appendix C) outline the regression model and its significance. 79.7% of

variance in sense of affiliation was explained in the regression model (adjusted $R^2 =$

.781), which left the error variance for the path analysis as $e = .450$. This model is

mapped in Figure 9.

Two significant direct effects were observed that predicted affective commitment;

club and association satisfaction positively predicted affective commitment ($\beta = .181$, $p <$

.05, $\beta = .640$, $p < .001$, respectively). Event satisfaction was fully mediated after

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including association and club satisfaction. Tables 32, 33, and 34 (see Appendix C) outline the regression model and its significance. 68.3% of variance in affective commitment was explained in the regression model (adjusted $R^2 = .671$), which left the error variance for the path analysis as $e = .563$. This model is mapped in Figure 10.

Two significant direct effects were observed that predicted collective efficacy; club and association satisfaction positively predicted collective efficacy ($\beta = .269$, $p < .05$, $\beta = .428$, $p < .01$, respectively). Event satisfaction was fully mediated after including association and club satisfaction. Tables 35, 36, and 37 (see Appendix C) outline the regression model and its significance. 54.1% of variance in affective commitment was explained in the regression model (adjusted $R^2 = .523$), which left the error variance for the path analysis as $e = .677$. This model is mapped below in Figure 9.
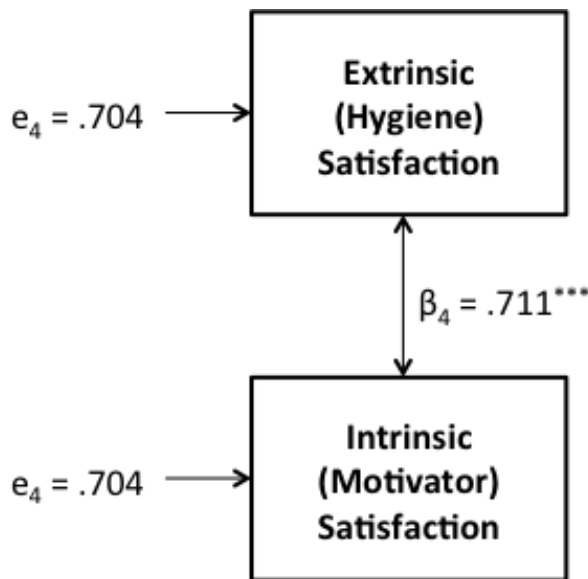

Figure 9. Direct Effects Between Satisfaction and Affiliation, Commitment, and Collective Efficacy.

Affiliation, Commitment, and Efficacy. The interrelationships between the psychological social capital cognitions observed within the association context were explored. One significant direct effect was observed that predicted sense of affiliation; affective commitment positively predicted sense of affiliation ($\beta = .840$, $p < .001$). Collective efficacy was fully mediated after including affective commitment. Tables 38, 39, and 40 (see Appendix C) outline the regression model and its significance. 84.6% of variance in sense of affiliation was explained in the regression model (adjusted $R^2 = .842$), which left the error variance for the path analysis as $e = .392$. This model is mapped in Figure 10.

Two significant direct effects were observed that predicted affective commitment; sense of affiliation and collective efficacy positively predicted affective commitment ($\beta = .162$, $p < .05$, $\beta = .799$, $p < .001$, respectively). Tables 41, 42, and 43 (see Appendix C) outline the regression model and its significance. 85.4% of variance in affective commitment was explained in the regression model (adjusted $R^2 = .850$), which left the error variance for the path analysis as $e = .382$. This model is mapped in Figure 10.

One significant direct effect (see Figure 10) was observed that predicted collective efficacy; affective commitment positively predicted collective efficacy ($\beta = .479$, $p < .05$). Sense of affiliation was fully mediated after including affective commitment. Tables 44, 45, and 46 (see Appendix C) outline the regression model and its significance. 56.9% of variance in affective commitment was explained in the regression model (adjusted $R^2 = .557$), which left the error variance for the path analysis as $e = .656$.
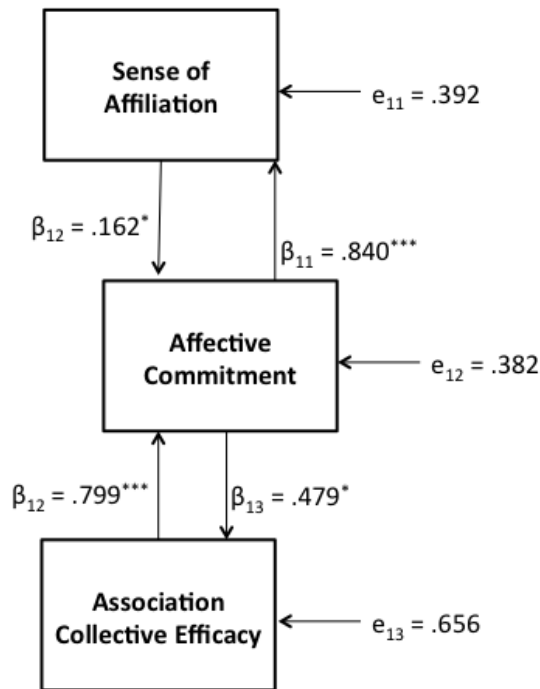
Figure 10. Direct Effects Between Satisfaction and Affiliation, Commitment, and Collective Efficacy.

Affiliation, Commitment, and Efficacy and Informal and Formal Behaviors.

These association psychological social capital cognitions were tested to see if they predicted informal and formal association behavior. One significant direct effect was observed that predicted informal association behavior (neighboring); affective commitment positively predicted informal association behavior (neighboring) ($\beta = .576$, $p < .05$). Sense of affiliation and collective efficacy were fully mediated after including affective commitment. Tables 47, 48, and 49 (see Appendix C) outline the regression model and its significance. 30.8% of variance in sense of affiliation was explained in the regression model (adjusted $R^2 = .281$), which left the error variance for the path analysis as $e = .832$. This model is mapped in Figure 11.

One significant direct effect was observed that predicted formal association behavior (participation); affective commitment positively predicted formal association

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behavior (participation) ($\beta = .827$, $p < .01$). Sense of affiliation and collective efficacy were fully mediated after including affective commitment. Tables 50, 51, and 52 (see Appendix C) outline the regression model and its significance. 37.9% of variance in sense of affiliation was explained in the regression model (adjusted $R^2 = .355$), which left the error variance for the path analysis as $e = .788$. This model is mapped in Figure 11.
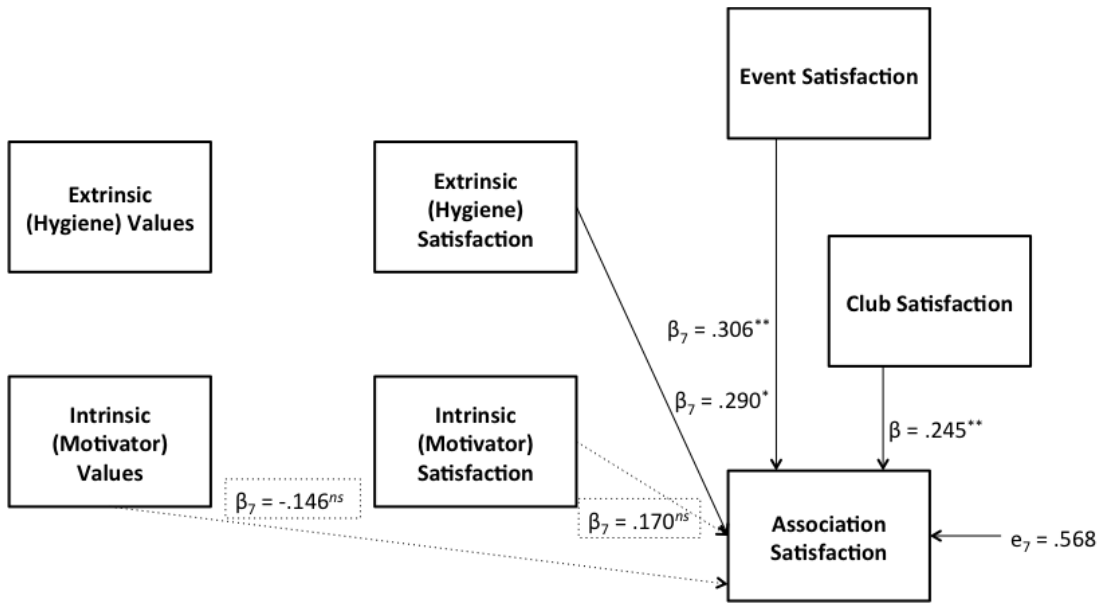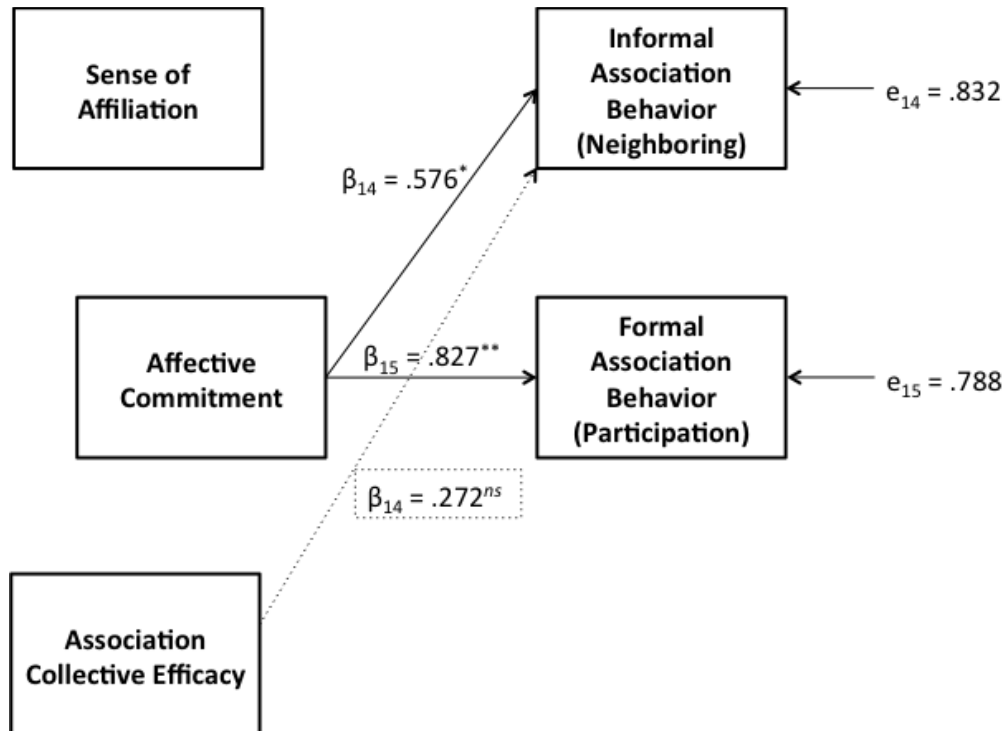

Figure 11. Direct Effects Between Affiliation, Commitment, and Collective Efficacy and Behaviors.

Informal and Formal Behaviors and Affiliation, Commitment, and Efficacy.
The reinforcing nature of informal and formal association behaviors on psychological social capital cognitions was explored. One significant direct effect was observed that predicted sense of affiliation; formal association behavior (participation) positively predicted sense of affiliation ($\beta = .602$, $p < .01$). Informal association behavior (neighboring) was fully mediated after including formal association behavior

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(participation). Tables 53, 54, and 55 (see Appendix C) outline the regression model and its significance. 28.0% of variance in sense of affiliation was explained in the regression model (adjusted R^2 = .262), which left the error variance for the path analysis as e = .849. This model is mapped in Figure 12.

One significant direct effect was observed that predicted affective commitment; formal association behavior (participation) positively predicted affective commitment (β = .515, p < .001); informal association behavior (neighboring) was fully mediated after including formal association behavior (participation). Tables 56, 57, and 58 (see Appendix C) outline the regression model and its significance. 37.7% of variance in affective commitment was explained in the regression model (adjusted R^2 = .361), which left the error variance for the path analysis as e = .789. This model is shown in Figure 12.

One significant direct effect was observed that predicted collective efficacy; informal association behavior (neighboring) positively predicted collective efficacy (β = .423, p < .01). Formal association behavior (participation) was fully mediated after including informal association behavior (neighboring). Tables 59, 60, and 61 (see Appendix C) outline the regression model and its significance. 24.8% of variance in collective efficacy was explained in the regression model (adjusted R^2 = .229), which left the error variance for the path analysis as e = .867. This model is shown in Figure 12.
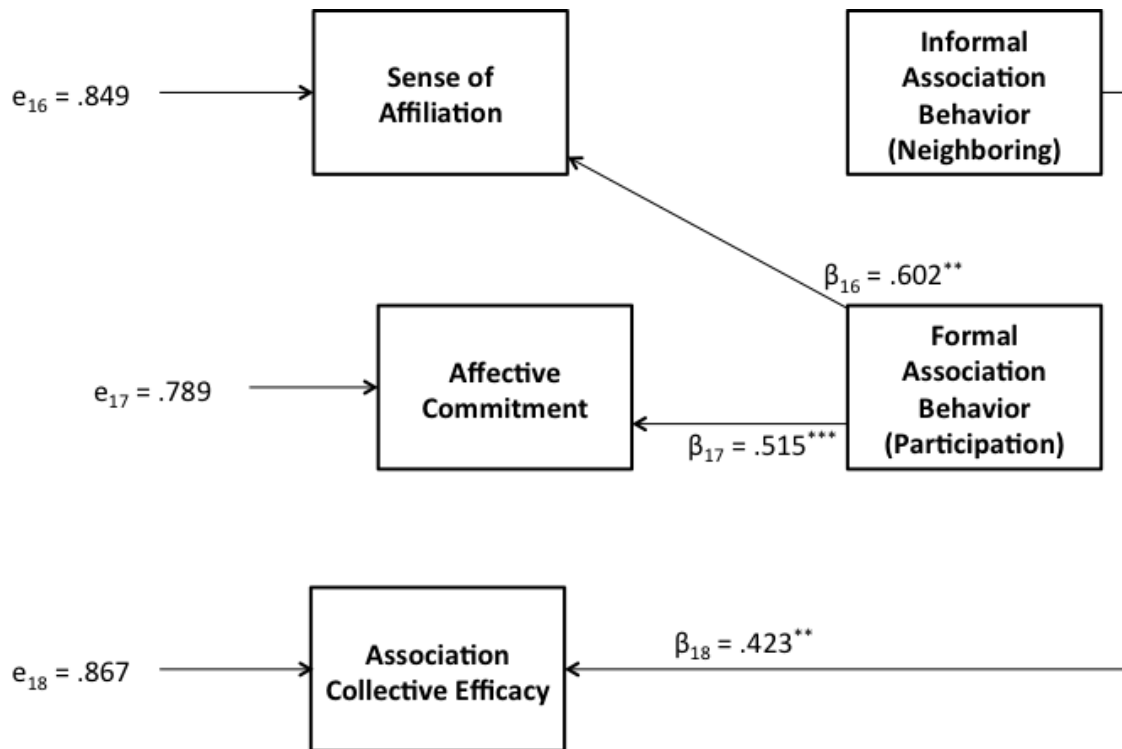
Figure 12. Direct Effects Between Behaviors and Cognitions.

Informal and Formal Behaviors. The interrelationships between informal and formal association psychological social capital behaviors were investigated. A bidirectional direct effect was observed between the two association behavior scales ($\beta =$ .771, $p < .001$). Tables 62, 63, 64, 65, 66, and 67 (see Appendix C) outline the two regression models and their significance. 59.5% of variance in each behavior types were explained in the regression models (adjusted $R^2 = .589$), which left the error variance for the path analysis as $e = .636$. This model is mapped below in Figure 13.
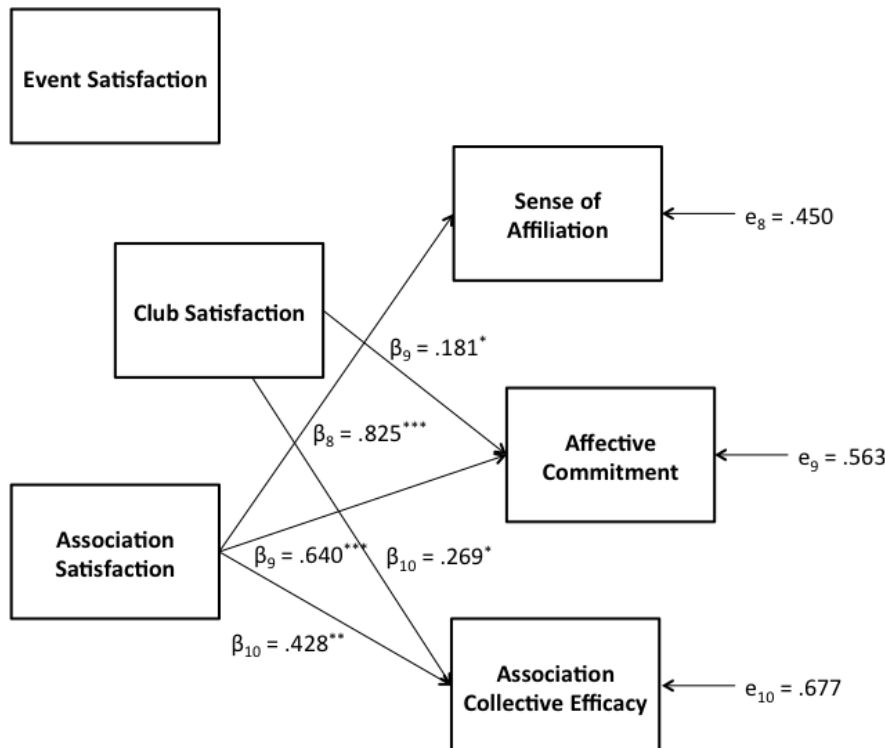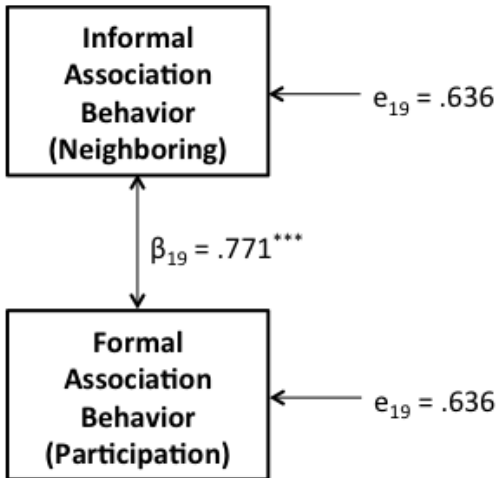
Figure 13. Bidirectional Direct Effects Between Informal and Formal Behaviors.

All of the aforementioned paths explored using linear regression were combined to examine the viability of this study's original two models (see Figures 1 and 2). The final combined path model is displayed in Figure 14 displayed below.
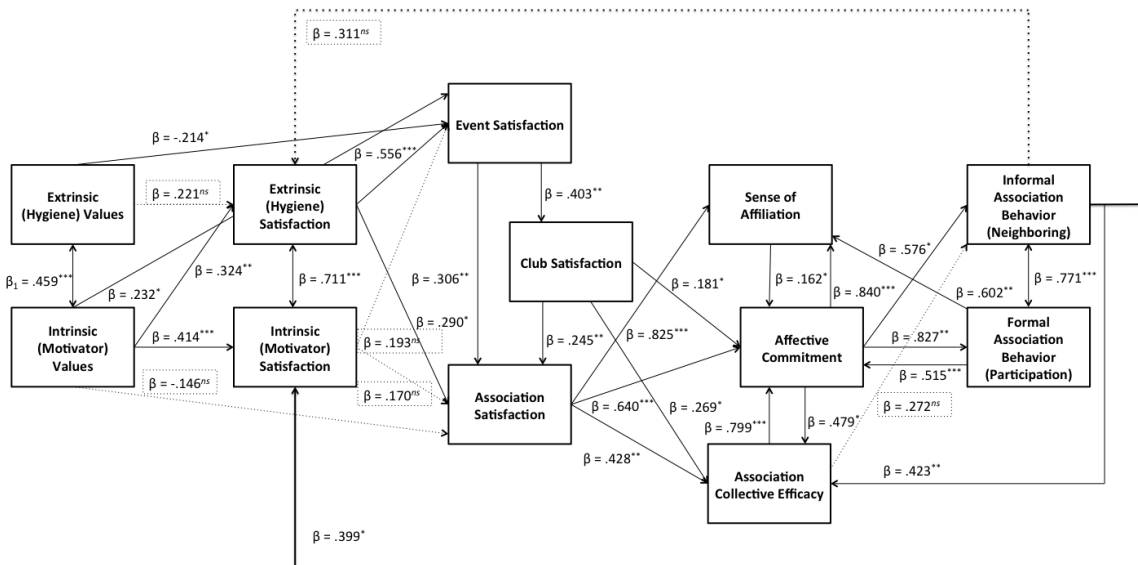
Figure 14. Path Model of Associational Engagement ($^{ns}\, p < .10$, $^{*}\, p < .05$, $^{**}\, p < .01$, and $^{***}\, p < .001$).

The model, overall, supports the connections posited in Figures 1 and 2. This inference needs to be qualified by noting that the full model is a combination of the path models previously mentioned and a goodness of fit test was not performed because of the small sample size. These linkages were further investigated through and evident amongst the qualitative portions of this study, thus showing that psychological social capital can be developed based on the connections intrinsic and extrinsic individual and situational factors, satisfaction, and psychological social capital cognitions and behaviors.

Qualitative Links in Associational Involvement. Axial coding of the qualitative responses elucidated some observable relationships between variables. Axial codes were drawn between individual factors, satisfaction, and behaviors. Individual factors and association behaviors seemed to be tied for some individuals. Regarding becoming involved with the Assembly, one leader remarked, "Personally, to get out and secondly, that I found that it would be a nice conduit for someone to be there and share that information with the neighbors" (Interview 10: 332-333). Another stated, "What keeps me involved now is that I'm so eager for new information" (Interview 9: 214). Another commented, "I think what keeps me going is the thing that keeps me started. I just want to meet more people…right now I just want to make sure that everyone in my community is well, you know" (Interview 7: 81-84). Respondents indicated hesitation regarding their involvement because of their level of busyness (Interviews 2, 4, & 12).

Individual factors and association cognitions were also connected during axial coding. One interviewee stated, "I believe in community and involvement. They're [the Assembly] there for that. They're there to help" (Interview 1: 724-725). Another leader commented on his passion for community:

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We care about our community, we want it to be a great community, we want it to

keep improving, we want people to be attracted, and we want people to tell other

people what a great place it is to live. (Interview 13: 412-413)

Some leaders, whether they were searching for it or not, found through the Verrado

Assembly a community that cared about them (Interviews 1 & 6).

Satisfaction and behaviors in an association were also connected. One

interviewee's comment exemplified this notion. "You really feel good about what's going

on because you'd see the involvement of the entire community, you see what the

assembly does and how hard people work and what goes on" (Interview 1: 583-585).

Some leaders expressed stress with welcoming people with pies; they felt it could be

burdensome at times, especially when there are multiple people to welcome at once

(Interview 13). There was also a desire expressed for more one on one contact with

people who move in aside from just welcoming with apple pies. There is a need to direct

them to other Assembly and community resources like Verrado.net (Interview 12).

Individual factors, satisfaction, and behaviors appeared interconnected as well.

One interviewee commented, "I like being involved. I like the fact that by being involved

I get to know a lot of people and I'm helping a lot of people" (Interview 6: 466-467).

Another commented, "I like that I'm connected. I love that I'm involved" (Interview 7:

111-112). Another wrote, "I have been happy with my involvement and my progress on

things that I have been able to accomplish" (Interview 4: 354-356).

The social climate and opportunities for involvement appear to be a source of the

interconnection between individual factors, satisfaction, and behaviors. One leader

described the social climate of the community:

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For the most part, they're such a nice people, people that genuinely wanting to

help grow the community or show off the community and at the same time maybe

help some people so…the whole experience is good. (Interview 13: 566-568)

One couple commented on the draw of the Assembly's leadership's welcoming agenda.

In learning about the Leadership's welcoming agenda for new people, that kind of

turned us on to be a member of it, make sure everybody was welcome and if they

have any questions about Verrado, we'll be glad to answer them. So it was

natural for us to become Leadership. (Interview 12: 277-280)

The leadership program also helps residents meet others as one interviewee noted:

I just wanted to meet a lot of people so that directly influenced me to join the

leadership team. I like helping out and reaching people and their need in some

communities at the same time build a relationship. (Interview 7: 24-26)

How is Psychological Social Capital Transferred Between an Association and Its

Larger Community?

Multiple linear regression was necessary to assess how psychological social

capital is transferred between associations and their communities. First, this statistical

method was used to assess the relationship between event, club, and association

satisfaction with community satisfaction. Second, it was used to assess the magnitude of

the relationships between association psychological social capital components and their

respective community psychological social capital components.
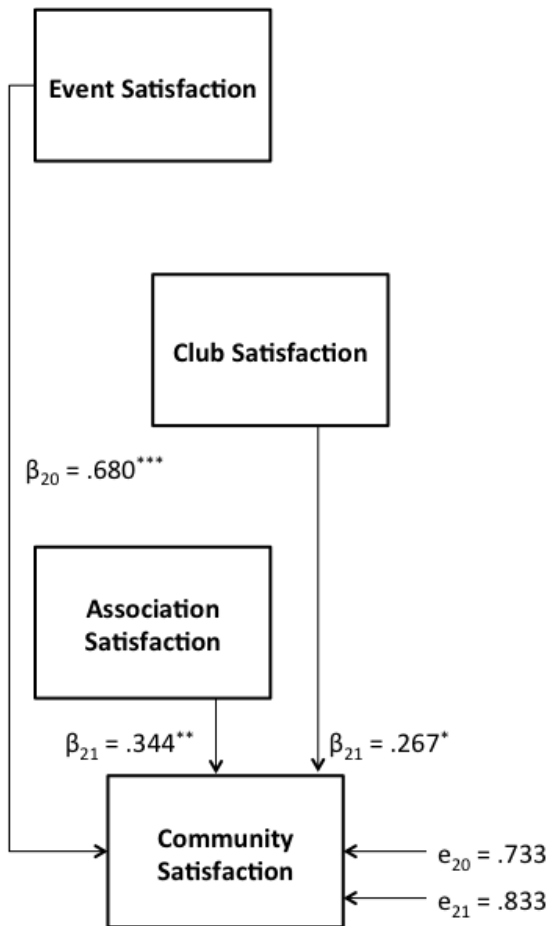
Figure 15. Satisfaction Hierarchy in Communities

Satisfaction in Communities. The influence of event, club, and association satisfaction on community satisfaction was investigated. Event satisfaction positively predicted community satisfaction ($\beta = .680$, $p < .001$). The addition of club satisfaction and association satisfaction to the regression model were not significant in the overall model; they did not mediate the effect of event satisfaction. Tables 68, 69, and 70 (see Appendix C) outline the regression model and its significance. 46.2% of variance in community satisfaction was explained in the regression model (adjusted $R^2 = .455$), which left the error variance for the path analysis as $e = .733$. This model is mapped in Figure 15.

Club and association satisfaction both significantly predicted community satisfaction ($\beta = .267$, $p < .05$, $\beta = .344$, $p < .01$, respectively). Tables 71, 72, and 73 (see Appendix C) outline the regression model and its significance. 30.6% of variance in community satisfaction was explained in the regression model (adjusted $R^2 = .289$), which left the error variance for the path analysis as $e = .833$. Though it was not a hypothesized relationship, event satisfaction appeared to mediate club and association satisfaction's influence on community satisfaction. This model is shown in Figure 15.

Quantitative Social Capital Transfer. The relationships of all five associational components of psychological social capital (cognitions and behaviors) were their respective community counterparts were investigated. All five associational components of psychological social capital were positively related to their community counterparts (see Figure 16). Sense of affiliation positively predicted sense of community ($\beta = .694$, $p < .001$, $R^2 = .481$, $e = .720$). Association affective commitment positively predicted community affective commitment ($\beta = .541$, $p < .001$, $R^2 = .293$, $e = .841$). Association collective efficacy positively predicted community collective efficacy ($\beta = .726$, $p < .001$, $R^2 = .527$, $e = .688$). Informal association behavior positively predicted informal community behavior ($\beta = .416$, $p < .001$, $R^2 = .173$, $e = .909$). Formal association behavior positively predicted formal community behavior ($\beta = .673$, $p < .001$, $R^2 = .453$, $e = .740$). Tables 74 through 88 contain the regression models and statistics for these relationships.
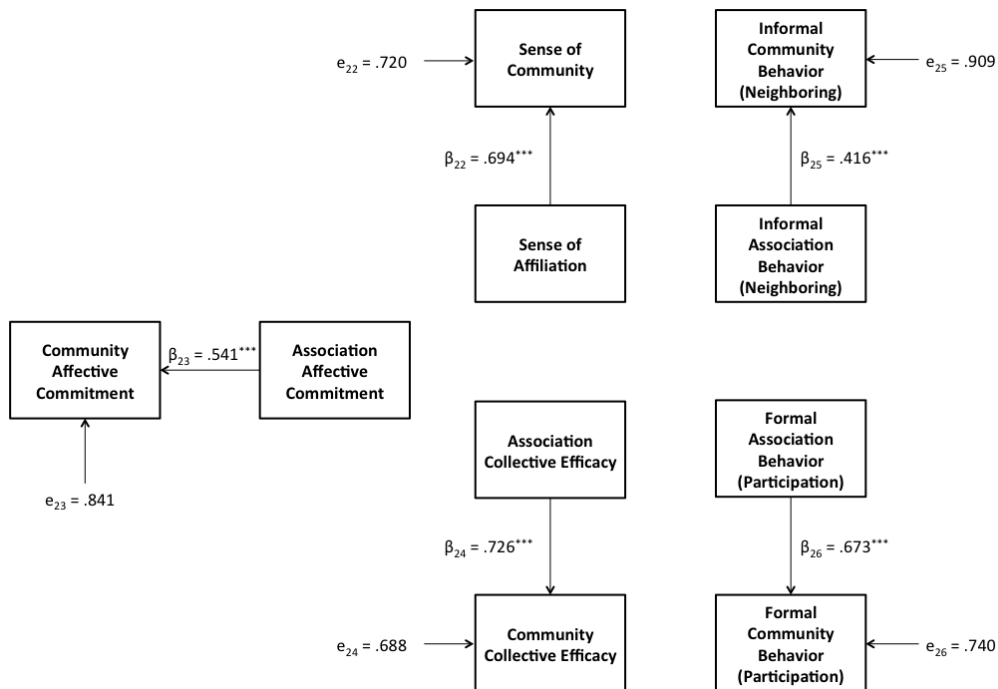
Figure 16. Psychological Social Capital Transfer Between Associations and Communities.

The relationships changed when all the associational psychological social capital components were used as predictors for the community psychological social capital components (see Figure 17). Only informal association behavior had a significant direct effect on sense of community ($\beta = .254$, $p < .05$, e = .660). This model, taking all the associational social capital components into account, explained 56.5% of the variance of sense of community (adjusted $R^2 = .536$). Association affective commitment, association collective efficacy, and informal association behavior had significant direct effects on community affective commitment ($\beta = .564$, $p < .05$, $R^2 = .481$; $\beta = .337$, $p < .05$; $\beta = .370$, $p < .05$; respectively, e = .748). This model, taking all the associational social capital components into account, explained 44.1% of the variance of community affective commitment (adjusted $R^2 = .404$). Association collective efficacy and informal association behavior had significant direct effects on community collective efficacy ($\beta = $

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.632, $p < .001$; $\beta = .341$, $p < .01$; respectively, e = .634). This model, taking all the

associational social capital components, into account explained 59.8% of the variance of

community collective efficacy (adjusted $R^2 = .572$).

There was no observed significant direct effect on informal community behavior,

after taking all association social capital variables into account (e = .889); however, this

model (still significant) taking all the associational social capital components into

account explained 21.0% of the variance of informal community behaviors (adjusted $R^2 =$

.157). Finally, only formal association behavior had a significant direct effect on formal

community behavior ($\beta = .628$, $p < .001$, e = .728). This model taking all the

associational social capital components into account explained 47.0% of the variance of

formal community behaviors (adjusted $R^2 = .435$). Tables 89 through, 90 through 103

contain the regression models and statistics for these relationships.
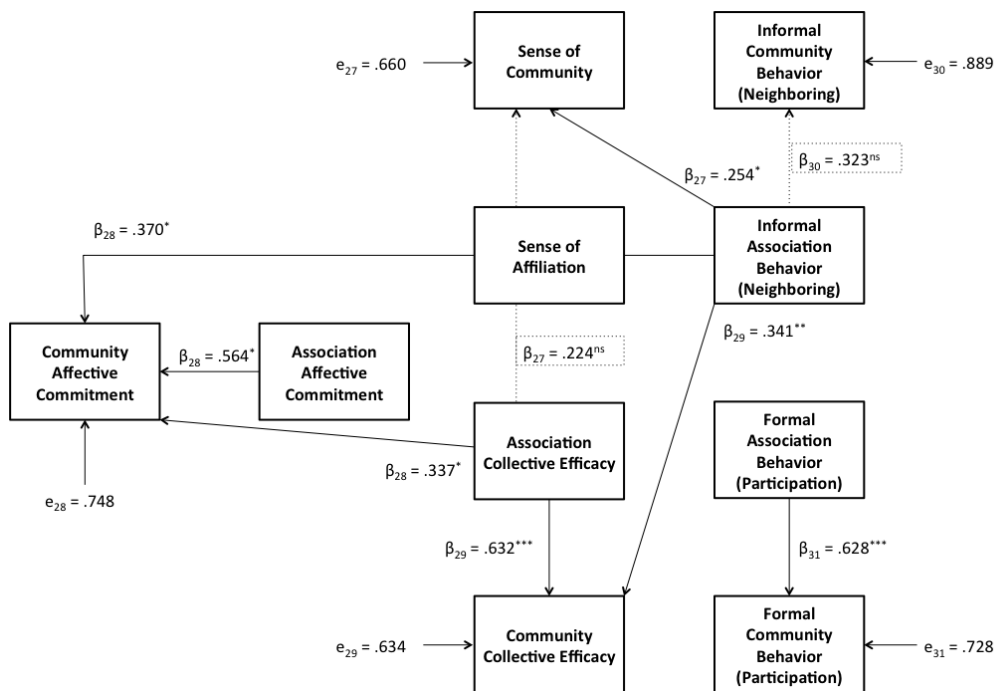
Figure 17. Psychological Social Capital Transfer Between Associations and

Communities Accounting for Other Social Capital Components.

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Qualitative Social Capital Transfer. Psychological social capital transfer was evident amongst the qualitative responses specifically in regards to the Verrado Assembly leadership program. One interviewee noted that, "Verrado Leadership is engaging everybody at all ages in all interests and that's what makes this thing very effective" (Interview 4: 164-165). "The assembly creates involvement" (Interview 1: 276-277), exclaimed another interviewee. The leadership program facilitates a sense of ownership and sense of obligation [positive connotation] in the community by allowing individuals to learn from each other and support each other (Interviews 7, 13, & Town Hall: 7). Another interviewee remarked, "the more you do, the more you get involved with…the more they know…the more they [residents] get involved" (Interview 12: 1239-1244). Finally, one leader stated:

> I am amazed at the success of their [Assembly leadership's] ability to cause people to be engaged. I am amazed at their ability to not just cause leadership to be positive and complimentary of Verrado. To get that to filter out the people who really don't pay much attention to any of this and get the very low interest resident when you ask them about their experience, it's generally positive. (Interview 4: 204-207)

The Assembly is integrated in the community because of the leadership program. One interviewee commented:

> The Assembly is the community. We are one and the same. As the Assembly is just an organized branch of the community. It's fueled by vision from DMB. It's fueled by some cash from DMB, a lot of cash. The assembly really is the community and as it becomes more popular people will move here just because of

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what they see in the community and they want to be a part of it. It becomes self-generating for the community. (Interview 4: 473-477)

The Assembly focuses on community building and integrating its information and positive social climate into the community (Interview 8).

The Assembly has satisfactory communication of community information and a desire to "keep people involved and with different types of involvement…not just the same old mundane stuff" (Interview 1: 341-347). The leadership program provides information about the happenings of the community and how to engage with neighbors (Interviews 1, 2, 3, 12, Qualitative Questionnaire, & Town Hall). "Leadership…gives you directions to do things. That's what I get out of it." (Interview 3: 568), stated one interviewee. The leadership program provides guidelines to engage with people in the community (i.e. apple pies) (Interview 12 & Town Hall). One town hall respondent wrote, "They have also given us great tools to develop opportunities to connect with our neighbors" (Town Hall: 18). Some individuals do feel they needed more *how to* guides for new leaders created by seasoned leaders (Qualitative Questionnaire), but this may be more relevant to community policies and procedures than welcoming procedures.

The leadership program intentionally builds relationships (Town Hall: 32). The Assembly provides training and team building (Town Hall: 1) with its "programs that promote neighborhood participation" (Town Hall: 30). One town hall respondent noted, "It gives me a platform and reason to reach out to my neighbors" (Town Hall: 6). Another commented, "Verrado Assembly helps me by setting a model and teaching what is expected of their leaders" (Town Hall: 13). The leadership program also "creates the atmosphere for continued networking" (Town Hall: 9).

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Fewer formal relationships like friendships are also built within the leadership program (Town Hall). One interviewee stated, "it's just a great opportunity to meet people and be a part of the energy that's community" (Interview 13: 332-334). One town hall respondent wrote, "every meeting builds trust" (Town Hall: 22). Another explained this importance. "We seem to get more accomplished when we know and trust each other" (Town Hall: 31). This trust described extends to interactions outside of meetings as one town hall leader noted. "When I am introduced by other leaders that know me and know the other person, we are both more likely to trust that connection than if we met on our own without a reference" (Town Hall: 36). This trust is also fostered at the smaller and larger scale community gatherings that the Assembly and its leaders host (Interviews 8, 12, & Town Hall).

Some leaders described the Verrado Leadership program as an empowering experience. One town hall respondent stated that the leadership program provided "empowerment to engage with my neighbors" (Town Hall: 30). One interviewee commented, "it [the leadership program] just basically that causes us to reach out to others, not that we have to but we want to" (Interview 5: 335). Another said:

I think it makes us more outgoing that we deliberately -- if we're out walking the streets and we see somebody we don't know, we deliberately go up to them, I think, most of the time, even the grocery store…It gives you more confidence, I think, knowing that we are in Leadership and this is part of our duty to do it [go and meet neighbors]…It gives you a little more willingness to go outside your box, step out of your comfort zone. Don't be afraid to go say hi to the other neighbors. (Interview 12: 1152-1154, 1156-1157, 1221-1222)

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A different leader commented similarly, "As a leader…it gives me a reason to go out and make connections, makes it much easier to have an icebreaker" (Town Hall: 1). Another expounded:

> With the leadership program here, this is such an engaging community. It creates fascination in the minds of many people, not a lot, but many because if you know how hard it is to do what they do and you are interested in that you are attract the board. You want to see and you want to learn more about it if you want to be a part of the process. (Interview 4: 354-356)

Finally, one leader noted, "It gives you a different perspective…it gives you a different position in the community" (Interview 13: 718-719).

This position is to foster engagement in the community's neighborhoods by sharing information and helping host community events. One leader wrote, "Leadership helps me be knowledgeable of the community so I can share information in a confident manner" (Town Hall: 20). Leaders have access to "inside information that are topics to take back to the community" (Interview 7: 114). The leadership program acts as a vessel for disseminating information, because as one interviewee noted, "sometimes there's so much you need to know" (Interview 11: 256-257).

The sharing of information was described as important for the community as a whole by leaders; it was their personal duty to do so (Interview 8 & Town Hall). One leader remarked:

> I have a sense of pride in sharing the information, and my neighbors seem a little bit more at ease like I did when I found out 'Oh, this is what's going on.' It

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changed that yes they just kind of know what's going on. They tell me 'Hey! You

know.' (Interview 10: 409-412)

Another described the information sharing as a way to engage with the community:

We're sort of the driving force, the leaders in the assembly, because we provide

information, or we're maybe a barometer of things that are happening or maybe

things that are happening or maybe things that shouldn't be happening, and which

is good to respond into that. (Interview 5: 244-247)

The sharing of information helps clear up misinformation and misconceptions (Interview

2 & Town Hall). One leader noted that, "using that information to you know, change

people's thoughts about something because they don't completely understand" (Interview

2: 385-387). The duty of sharing information is "to support the community…to share

that information in a non threatening way, and in a welcoming way" (Interview 8: 1256-

1258).

The community members are portrayed as being aware of who their leaders are

(Interviews 2, 8, 11, 13 & Town Hall). One leader wrote, "People come to me for info on

the happenings in the community" (Town Hall: 10). Another wrote, "The residents trust

us as a true [emphasis respondent] source of information" (Town Hall: 4). They are the

source of information for community events too. One town hall respondent wrote, "I also

make sure I keep my neighbors informed on community happenings" (Town Hall: 10).

Leaders act as ambassadors and work to promote Verrado as a whole (Interviews

1, 6, 8, & Qualitative Questionnaire). One leader described this duty:

You're really the ambassador, the captain for your own neighborhood as you got

information, disseminate it, you're suppose to do that in a responsible effective

manner, get the emails out to your neighborhoods, get them engaged, do the call,

form parties, what a community wants. (Interview 8: 81-84)

The leadership program provides, "opportunities to encourage my neighbors to

participate [emphasis respondent] in Verrado rather than just *live* [emphasis respondent]

in Verrado" (Town Hall: 34). The Assembly sustains opportunities for connecting with

others and involvement (Town Hall: 2).

The leaders work to lead by example in order to promote Verrado. "Leadership

requires participation and leading by example" (Town Hall: 4), wrote one town hall

respondent. One interviewee noted the imperative for leaders to attend community

events; "I felt that being part of the Leadership though, we should make it a concerted

effort to invite your neighbors and go to these things" (Interview 12: 155-156).

The leadership program not only encourages attendance but also encourages

volunteering at community events as well. One leader remarked, "leadership is probably

an overused word for the group. I would call them advanced volunteers" (Interview 13:

338-339). Another noted, "It's the volunteering that puts people out there and enriches

them as a person and they become a part of the community" (Interview 6: 1084-1086).

The importance of volunteering was described by one town hall respondent. The leader

suggested that he or she was "able to get to know my neighbors more by doing activities

together" (Town Hall: 37).

When asked how the Assembly and its leadership program help build social

capital many remarks revolved around engaging with and helping others (Town Hall).

One town hall respondent commented that the Assembly "helps me become a better

leader and builds social capital. My helping out others seems to promote them reaching

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out to help others" (Town Hall: 35). One interview exclaimed, "People care about each other and that's what happened to me before I got involved in the assembly and leadership" (Interview 6: 1082-1083). The Assembly "keeps the community feeling safe" (Town Hall: 12). One leader remarked that it "helps me break down stereotypes" (Town Hall: 22). The Assembly helps motivate leaders to come up with new ideas that will better the community as a whole (Interview 5). Another leader noted this importance. "If you ever get comfortable with your connectedness you are probably not working…hard enough to be effective or to do what you can do" (Interview 4: 335-336).

The work towards building social capital by the Assembly's leaders may transfer over to non-leaders as well. One leader believed the actions of leaders were transmittable to the community. He noted changes he had seen since becoming involved. "[People are] outward, friendly, and acknowledging, they do that to their neighbors as well, so we've noticed that change" (Interview 5: 344-348). Another leader remarked on the Assembly's impact:

> We've had people that have moved here after talking to us, who literally live here because they were just so impressed with all the stuff you were telling them, they came and bought here. That makes you feel really good. You hope they like it as much as you did and end up enjoying it and getting the spot. I think the one that did move here, they're very involved in what goes on. (Interview 12: 1167-1171)

One leader did note that the Assembly did not affect how she interacted with others in her neighborhood, because it was already her personal disposition to be outgoing and engaged. She stated, "It hasn't really affected…how I interact. I always interact the same way" (Interview 6: 1026-1027). Finally, another leader commented on his faith in the

Assembly and the opportunities it provides. He stated, "I have no expectations of anything that they will do for me. It's only a vehicle for what I can do for myself through being a part of doing something good. Developing the community, doing something wholesome" (Interview 4: 464-466). Thus, psychological social capital transference between associations and communities appears to not be a simple model of transfer.

How is Psychological Social Capital Built Within a Community?

The quantitative scales lent themselves well to pursue an additional quantitative question: How is psychological social capital built within communities? First, community satisfaction's influence on the cognitive dimension of the psychological social capital of communities was explored. Second, the relationships between the cognitive and behavioral dimensions of psychological social capital at the community level were also explored.

Community satisfaction had direct effects on all three cognitive community psychological capital components. Community satisfaction positively predicted sense of community ($\beta = .775$, $p < .001$, $R^2 = .601$, e = .632), community affective commitment ($\beta = .717$, $p < .001$, $R^2 = .513$, e = .698), and community collective efficacy ($\beta = .571$, $p < .001$, $R^2 = .326$, e = .821). These relationships are modeled in Figure 18. Tables 104 through 112 outline the regression models and statistics for these relationships.

Predictive relationships were found amongst the cognitive components of community psychological social capital. One significant direct effect was observed that predicted sense of community; community affective commitment positively predicted sense of community ($\beta = .768$, $p < .001$); community collective efficacy was fully mediated after including community affective commitment. Tables 113, 114, and 115

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(see Appendix C) outline the regression model and its significance. 69.8% of variance in sense of community was explained in the regression model (adjusted R^2 = .690), which left the error variance for the path analysis as e = .550. This model is shown in Figure 18.

Two significant direct effects were observed that predicted community affective commitment; sense of community positively predicted community affective commitment (β = .591, p < .001), and community collective efficacy positively predicted community affective commitment as well (β = .362, p < .001). Tables 116, 117, and 118 (see Appendix C) outline the regression model and its significance. 76.7% of variance in community affective commitment was explained in the regression model (adjusted R^2 = .761), which left the error variance for the path analysis as e = .483. This model is shown in Figure 18.

One significant direct effect was observed that predicted community collective efficacy; community affective commitment positively predicted community collective efficacy (β = .657, p < .001); sense of community was fully mediated after including community affective commitment. Tables 119, 120, and 121 (see Appendix C) outline the regression model and its significance. 57.8% of variance in community collective efficacy was explained in the regression model (adjusted R^2 = .567), which left the error variance for the path analysis as e = .650. This model is shown in Figure 18.

Only one significant direct effect was observed that predicted informal community behaviors (neighboring); community collective efficacy positively predicted informal community behaviors (β = .325, p < .05); sense of community and community affective commitment were fully mediated after including community collective efficacy. Tables 122, 123, and 124 (see Appendix C) outline the regression model and its

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significance. 33.8% of variance in informal community behaviors was explained in the regression model (adjusted R^2 = .312), which left the error variance for the path analysis as e = .814. This model is shown in Figure 18.

No significant direct effects were observed that predicted formal community behaviors (participation). Inclusion of all three cognitive components yielded no significant predictors, but the overall model was still significant. Tables 125, 126, and 127 (see Appendix C) outline the regression model and its significance. 19.9% of variance in formal community behaviors was explained in the regression model (adjusted R^2 = .167), which left the error variance for the path analysis as e = .895. This model is shown in Figure 18.

Informal and formal community behaviors had direct effects on each other (β = .620, p < .001, R^2 = .384, e = .785). These relationships are modeled in Figure 18. Tables 128, 129, 130, 131, 132, and 133 outline the regression models and statistics for these relationships.

Only informal community behaviors appeared to predict the cognitive components of psychological social capital. Informal community behaviors positively predicted sense of community (β = .432, p < .01); formal community behaviors was fully mediated after including informal community behaviors. Tables 134, 135, and 136 (see Appendix C) outline the regression model and its significance. 22.2% of variance in informal community behaviors was explained in the regression model (adjusted R^2 = .202), which left the error variance for the path analysis as e = .882. This model is shown in Figure 18.

Informal community behaviors positively predicted community affective commitment ($\beta = .477$, $p < .001$); formal community behaviors was fully mediated after including informal community behaviors. Tables 137, 138, and 139 (see Appendix C) outline the regression model and its significance. 29.8% of variance in informal community behaviors was explained in the regression model (adjusted $R^2 = .280$), which left the error variance for the path analysis as $e = .834$. This model is shown in Figure 18.

Informal community behaviors positively predicted community collective efficacy ($\beta = .457$, $p < .001$); formal community behaviors was fully mediated after including informal community behaviors. Tables 140, 141, and 142 (see Appendix C) outline the regression model and its significance. 31.4% of variance in informal community behaviors was explained in the regression model (adjusted $R^2 = .297$), which left the error variance for the path analysis as $e = .828$. This model is shown in Figure 18.
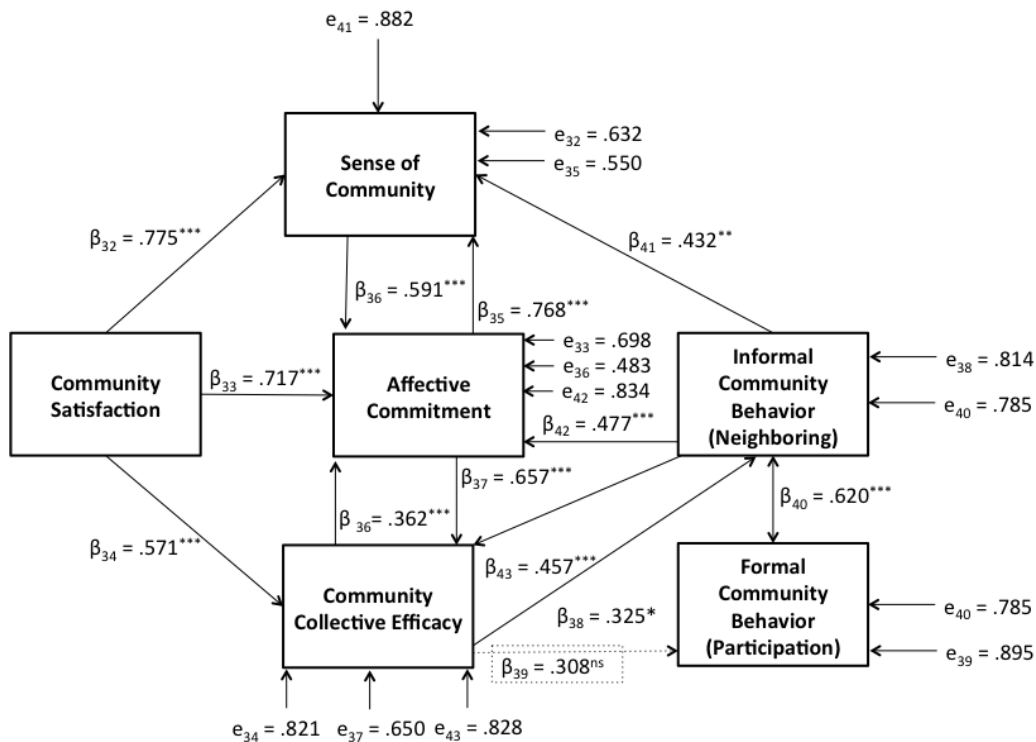
Figure 18. Psychological Social Capital Within Communities.

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Qualitative Findings. There appears to be a relationship between intrinsic and extrinsic aspects of community satisfaction. One interviewee commented, "the first attraction is the visual attraction and the culture is a secondary attraction but then once you're here, that becomes as nice as the visual" (Interview 13: 774-775). Another remarked, "It's a beautiful place to spend an evening, sit in the park, walk at the streets, and you meet people constantly, and everybody is, 'Hi, good morning'" (Interview 3: 266-267).

There also appeared to be a connection between individual factors and community behavior (Interviews 6, 12, & 13). One interviewee noted, "We were kind of like one of the first residents there. In being so, we wanted to have everybody get to know everybody. We wanted to make sure that the new people moving in were welcome" (Interview 12: 271-273). Others desired being involved in the community (Interviews 3, 6, 12, & 13). One leader mentioned, "we're interested in the community" (Interview 13: 324-325), which reflected his family's interest in an involved community.

How is Psychological Social Capital Reinforcing Within an Association?

This final quantitative research question was explored using the study data. Informal and formal association behavior had no direct effect on extrinsic and intrinsic values. Informal (neighboring) behavior significantly predicted intrinsic satisfaction ($\beta = .399$, $p < .05$) and marginally significantly predicted extrinsic satisfaction ($\beta = .311$, $p < .1$), while association participation did not significantly predict either ($\beta = .162$, $p = $ ns, $\beta = .061$, $p = $ ns, respectively). 20.0% of variance in intrinsic satisfaction was explained in the regression model (adjusted $R^2 = .180$), which left the error variance for the path analysis as $e = .894$. 20.1% of variance in extrinsic satisfaction was explained in the

regression model (adjusted $R^2 = .180$), which left the error variance for the path analysis

as $e = .894$. Tables 143, 144, 145, 146, 147 and 148 (see Appendix C) outline the

regression model and its significance. Both these models are shown in Figure 19.

Figure 19. Reinforcement Loops in Associational Development

Discussion: Discovering Psychological Social Capital Elsewhere

This study was the first of its kind to investigate the development and transference

of psychological social capital in associations and communities. The antecedents of

psychological social capital were assessed and connected. These quantitative and

qualitative findings serve as a springboard for future research on a comeback of

associationalism *within* associations through the development of psychological social

capital. They also serve as a mechanism to understand how an *across* comeback of

associationalism between associations and communities can be encouraged through the

transference of psychological social capital between associations and communities.

The mixed method embedded research design was strong in its assessment of individual factors, situational factors, satisfaction, and the psychological components of social capital. Scale reliability and construct validity were high for the eighteen five-point scales. Convergent, discriminant, and criterion-related validity were also evidenced by the relationships found in the explored models. Overall, residents seemed highly intrinsically and extrinsically motivated and satisfied. They also seemed to possess high levels of psychological social capital. No item mean or median fell below three out of the five points. The halo effect may underlie some of the high marks, especially when looking at the Assembly leaders' responses (Heider, 1958). Herzberg et al. (1959) noted that quantitative measures were susceptible to such effects like unconscious motives, social desirability, and haloing (i.e. inaccurately high ratings) (see also Sachau, 2007).

The exploratory path analysis using regression served well to answer the study's research questions. Because of sample size and the complexity of the original conceptual models, goodness-of-fit tests were not utilized for the model. Hereafter, the relationships and concepts explored in this study are discussed in regards to the study's research questions in order to better understand the development and transfer of psychological social capital in associations and communities.

Psychological Social Capital Development in Associations

Individual Factors and Situational Factors. Individual factors and situational factors help foster the development of psychological social capital in associations. Both intrinsic and extrinsic individual factors directly influence situational factors and general satisfaction in associations suggesting that they indirectly affect psychological social capital. Also, both intrinsic and extrinsic situational factors (intrinsic and extrinsic

satisfaction) in associations directly influence general satisfaction suggesting that they indirectly affect psychological social capital as well. Extrinsic and intrinsic individual factors were interrelated, and extrinsic and intrinsic situational factors were interrelated. These aforementioned interrelationships and connections were supported by the qualitative data. Amongst the individual factors and situational factors, no central tendency scores (means or medians) fell into dissatisfying or unimportant ranges. Therefore, psychological social capital is fostered when people are both extrinsically and intrinsically driven to be involved in an association, which increases the likelihood that they will be satisfied with that involvement.

Access to information about the Verrado community was ranked as the most important reason for involvement in the Assembly; while the item, opportunities for learning, was ranked as fifth most important. A desire to receive information in the Assembly experience was prevalent amongst the qualitative responses as well. Access to information appeared to be a source of satisfaction and dissatisfaction; it was sixth most satisfying in the quantitative assessment. Sources of information were from the Assembly's website and Assembly staff and leaders at meetings, via email, and out in the community. Transparency and content that is valued (not boring or irrelevant) regarding the information transmitted and received by residents was indicated as important in the qualitative responses. Boring, irrelevant, or too much content may be why opportunities for learning were rated as thirteenth most satisfying. Satisfaction from learning was indicated in the qualitative responses; leaders liked learning about community affairs. These findings are consistent with Herzberg's (1966; 1968; 1987) hygiene-motivator research, Deci and Ryan's (1985) extrinsic-intrinsic satisfaction research, and Gazley and

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Dignam (2008) and Olsson's (2013) findings regarding association information. The findings regarding learning coincide well will Albert and Dignam's (2010) study, which examined membership association members' decisions to learn.

The item, affordable costs for attending events (ranked third), was found to be most satisfying; however, the item, opportunities to have fun (ranked second), was only eighth most satisfying. These findings are consistent with Gazley and Dignam's (2008) findings regarding members' decisions to volunteer as well as Knoke's (1988) findings regarding incentives in collective action organizations. Affordable costs appear to be extrinsic satisfiers consistent with the work of Herzberg (1966; 1968; 1987) and Deci and Ryan (1985). The findings regarding fun as an intrinsic motivator coincide with McDowell's (2005) work towards empirically investigating and validating a scale for fun at work.

The item, opportunities for friendships to develop, was ranked fourth most important (eighth most satisfying); while, the item, opportunities to interact with people you do not know, was ranked ninth (third most satisfying). Friendships were indicated amongst the qualitative responses as sources of satisfaction. They really enjoyed the diversity of persons they interacted with and became friends with. They also enjoyed socializing with their friends at Assembly meetings and events. Opportunities to interact with new people were noted amongst the qualitative responses as sources of both satisfaction and dissatisfaction. Leaders desired more time at the meetings to be spent doing structured networking activities or icebreakers, and they desired more time to be spent on discussing ways to improve their events and their effectiveness as leaders. Observations of the involvement of new persons at meetings and events were sources of

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satisfaction and dissatisfaction depending on the level of involvement observed. Those new persons who were more involved were viewed more favorably than new persons who came only to receive the community information at meetings and did not volunteer at events. These findings are consistent with Csikzentmihalyi (1997) and Wagner and Harter's (2006) findings regarding the importance of close friendships, and Sachau's (2007) criticisms of Herzberg's (1966; 1968; 1987) findings regarding interpersonal relationships. Thus, it appears as Sachau (2007) suggests and Herzberg (1966; 1968; 1987) somewhat found; interpersonal relationships are both intrinsic and extrinsic sources of satisfaction.

The item, the Verrado Assembly's policies and procedures, was ranked sixth (fifteenth most satisfying), and providing a safe space was ranked seventh (fifth most satisfying). Assembly leaders felt safe to share their opinions but regretted not yet having a vote in the Assembly's affairs. One respondent also indicated that the community was gay-friendly. The Assembly's policies and procedures were sources of satisfaction and dissatisfaction amongst the qualitative responses; however, some residents may still be unsure of the difference between the Verrado Community Association, which focuses on the more physical aspects of the development, and the Verrado Assembly, which focuses on the more social aspects of the community. Opportunities to interact with Assembly leaders fell closer to the middle of both rankings and satisfaction (eleventh and ninth, respectively). Staff and leaders of the Assembly were seen as sources of both satisfaction and dissatisfaction amongst the qualitative responses. Both of these appear to be extrinsic motivators; these findings are consistent with the Herzberg's (1966; 1968; 1987) hygiene findings and Deci and Ryan's (1985) findings regarding extrinsic satisfaction.

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The item, opportunities for personal growth, was ranked eighth, but it was found

fourth least satisfying. Personal growth was noted as important by Maslow (1954),

Herzberg (1966; 1968; 1987), and Sachau (2007); and the notion of personal growth still

needs more research. While this study's finding might indicate a desire for greater

personal growth, findings regarding the other intrinsic factors might contradict this

notion. For example, the other intrinsic factors not yet mentioned were ranked as not as

important and not as satisfying. These included opportunities to express your talents

(ranked thirteenth, third least satisfying), opportunities for individual achievement

(ranked fourteenth, sixth least satisfying), opportunities to take on new responsibilities

(ranked fifteenth, eight least satisfying), opportunities to receive feedback on your work

with the Verrado Assembly (ranked seventeenth, least satisfying), and opportunities to be

recognized for your achievements (ranked eighteenth, least satisfying). This study's

findings appear somewhat contradictory to Gazley and Dignam (2008), Herzberg (1966;

1968; 1987), and Deci and Ryan's (1985) notion that intrinsic factors are more

motivating; however the factors assessed may actually be more extrinsic in nature

depending on context. These factors may be more important in a workplace setting than

an association setting.

These opportunities still do encapsulate the involvement experience with the

Assembly. Looking at the qualitative responses, leaders enjoyed being involved with

others, sharing information in the community, hosting community gatherings, and

volunteering at events. They also did not enjoy times when they felt overworked or when

residents reacted negatively to the information they passed on to them. Consistently,

Olsson (2013) noted the using and sharing membership information was an important

form of participation in associations. Amidst the qualitative responses, the ability to express one's talents was seen as a source of satisfaction and dissatisfaction; this reflects the possible dual nature of expression as mentioned earlier. Recognition was present amongst the qualitative responses as a source of intrinsic satisfaction, especially when residents in the community would thank leaders for their involvement. This notion is consistent with Herzberg's (1966; 1968; 1987) findings regarding recognition as an intrinsic motivator. The feelings of being overworked are consistent with Crompton's (2003) notion of a hygiene-motivator threshold.

Meetings' facilities (ranked tenth, fourth most satisfying) and locations (ranked twelfth, third most satisfying) were low in rankings but high in satisfaction suggesting that these factors are exceeding expectations for residents. Amongst the qualitative responses, these factors were only discussed as sources of satisfaction not dissatisfaction. The meetings were usually held at the local community center, but recently had been at different community hubs (i.e. local fire station) around the master-planned development. These items appear to exceed expectations; the hygiene or extrinsic satisfaction threshold has been overcome regarding these items (see Herzberg, 1966; 1968; 1987; Deci & Ryan, 1985; Crompton & McKay, 1997; Crompton 2003; Hager & Brudney, 2013).

Providing a break from your normal work life was ranked sixteenth and ninth least satisfying. The low ranking of this item may be because less than 30% of the questionnaire respondents indicated they were employed full-time. However, this concept did appear amongst the qualitative responses as a source of satisfaction. The findings regarding a break or escape from one's normal life are consistent with Gazley and Dignam's (2008) work with the Values Functions Inventory, and findings from research

on leisure constraints (Mannell & Kleiber, 1997; Crawford, Jackson, & Godbey, 1991; Iso-Ahola, 1980; 1982; 1989).

Extrinsic constraints, motives, and sources of satisfaction and dissatisfaction elucidated from the qualitative responses also included desires for structure, an apolitical environment, the ability to better one's business, and avoidance of negative social interactions (see Herzberg, 1966; 1968; 1987; Deci & Ryan, 1985). Constraints for involvement were not quantitatively assessed in this model, but should be acknowledged and utilized in future models. Constraints such as busyness and work schedules interfered with leaders involvement in the Assembly and were sources of hesitation and dissatisfaction. Future research should take a stronger look at the influence of leisure constraints, which appears to parallel to extrinsic satisfaction (see Herzberg, 1966; 1968; 1987; Deci & Ryan, 1985).

Intrinsic motives and sources of satisfaction and dissatisfaction revealed by the qualitative portions of this research included an altruistic disposition toward community building and community service. They described a desire for and experiencing a community that cares about them (see Block, 2008; McKnight & Block, 2010 for more on belonging and care). They desired the opportunity to informally converse with and help others. They enjoyed sharing information, hosting neighborhood gatherings, and welcoming individuals in their neighborhoods. The only dissatisfaction they had with these aspects were when neighbors did not want to interact with them and the slowness of the welcoming process at times. These findings coincide with Herzberg's motivator and hygiene dynamics (Herzberg, 1966; 1974; 1987; Sachau, 2007).

Again overall, extrinsic motives were rated as more important than and were rated more satisfactory than the intrinsic components. However, at the item level, intrinsic and extrinsic motives were mixed amongst ratings of importance and satisfaction. Neither intrinsic nor extrinsic items were rated of higher or lower importance compared to each other. Finally, neither intrinsic nor extrinsic items were rated more or less satisfactory than each other. Overall, Crompton's (2003) notion of a hygiene-motivator or extrinsic-intrinsic threshold appears still relevant for further research. Congruently, the differences in item ratings suggest that what motivates involvement is not necessarily what sustains it. The *decision to join* (or become involved) is different than the *decision to stay* involved. Hager and Brudney (2011) appear right in their conclusion that "One set of conditions gets volunteers in the door, and another set keeps them inside" (p. 152).

General Satisfaction. Event satisfaction successfully predicted club satisfaction and association satisfaction. Residents really liked the events that were hosted by the Assembly, but they were dissatisfied with how busy the events can be at times. Residents were impressed and satisfied with the Assembly's clubs, and only satisfaction was expressed regarding clubs in the qualitative responses. Club satisfaction successfully predicted association satisfaction in general. These findings are consistent with Talmage's (2013) technical report on event and association satisfaction. Finally, the association was indicated as satisfying overall through the quantitative research, and it was mentioned as satisfying and dissatisfying in the qualitative portions of this research.

Social Capital Cognitions. Association satisfaction influenced all three cognitive components of psychological social capital. The psychological social capital cognitions were less elevated than the previous scales. The items were interrelated with association

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affective commitment having the strongest pull. Sense of affiliation predicted association affective commitment and vice versa, and association collective efficacy predicted association affective commitment and vice versa. But, after controlling for association affective commitment, sense of affiliation did not predict association collective efficacy and vice versa.

Social capital cognitions were not directly assessed in the qualitative methods, but respondents made statements, which corresponded with social capital cognitions in associations. These social capital cognitions were hard to discriminate from each other because of their overlapping natures, but some qualitative connections were observed between individual factors and association cognitions. Some individuals indicated a strong belief in or passion for community. Albert and Dignam (2010) discussed this passion in terms of learning in associations. They recounted in their study that association members are intrinsically motivated to learn to gain a sense of accomplishment or achievement or to "feed their passions" (Albert & Dignam, 2010, p. 8). This passion described may also be an indicator of psychological growth as described by Herzberg (1966; 1968; 1987). They sought out and found a community that cared about them (see again Block, 2008; McKnight & Block, 2010).

Sense of affiliation focused on whether residents of Verrado identified as members of the Assembly; it focused on their sense of being a part of a community of interest. In the quantitative portion of the questionnaire, items revolved around needs fulfillment and feelings of membership, belonging, and connections with others involved. The only item mean score that fell into the disagreement range was that residents did not feel they had a say in what goes on in the Assembly. Amongst the qualitative responses,

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feelings of connectedness and belonging were observed. In the qualitative portions of this research, it was discovered that some leaders called themselves ambassadors of the Assembly. Respondents felt that others in the Assembly cared about them and they felt a sense of ownership regarding the Assembly's affairs, which both overlap with affiliation and commitment. These findings were consistent with Perkins, Hughey, and Speer (2002) and Perkins and Long's (2002) conclusions regarding psychological social capital and those of Peterson, Speer, and McMillan (2008) regarding sense of community.

Association affective commitment refers to emotional attachment to and personal meaning found through involvement with an association, which in this case is the Verrado Assembly. Residents felt that the Assembly was a family, its problems were their own, and they enjoyed discussing the Assembly with others. Leaders involved in the Assembly did feel its problems were their own; but also, one leader did feel "a part of the improvement of the Verrado community" (Interview 12: 1253) through involvement in the Assembly. Family was a common notion found amongst the qualitative responses as well. One town hall response epitomized affective commitment: "I feel the Verrado Assembly is my family, and I would do anything for any one of them" (Town Hall: 23). They felt that they knew each other and work together well, but they could also do more to know each other better. Some leaders did not want to step-down their involvement to allow others to step up to leadership, because they cared about the success of the Assembly. Only one item from the quantitative instrument fell into the disagreement range; residents did not show a strong emotional attachment with the Verrado Assembly.

Connection, belonging, and commitment continue to be regarded as necessary for abundant communities (Block, 2008; McKnight & Block, 2010). Belonging is the

foundation for care in communities. According to McKnight (1987), the relationships and structures of associations allow for constant reformation and reorganization to meet community needs. He characterizes these reformations as care. He writes:

"For many people with uncommon fallibilities, their need is for care rather than service. While a managed system organized as a structure of control can deliver a service, it cannot deliver care. Care is a special relationship characterized by consent rather than control. Therefore, its auspices are individual and associational. For those who need care, we must recognize the community as the appropriate social tool" (p. 56).

Along similar lines, Peter Block (2008) writes in *The Structure of Belonging*:

"The place to look for care (in communities) is in the dense relationships of local neighbors and their community groups. If they have a competent community, it will because they care about each other, and they care about the neighborhood. Together, their care manifests a vision and a culture. And it is this vision, culture, and commitment that have the unique capacity to ensure much of their sense of well-being and happiness. This is the source of satisfaction that is complete in and of itself; it is not dependent on the next purchase" (p. 45-46).

This care is expressed in associations, especially in the Verrado Assembly and community. The competence Block (2008) speaks of may be similar to the high association collective efficacy found in this study.

Association collective efficacy focused on closure and trust in others involved in the Assembly. Residents and leaders involved in the Assembly indicated strong feelings of closeness and trust in each other. Association collective efficacy also focused on

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residents' abilities to attain resources to improve their association and their abilities to reach out to others in their association. Residents did feel limited in their efficacy because they only have voice, not vote, in Assembly decisions, but many felt their voice was still strong and it was still heard. They stayed involved because their voice was heard. These findings confirm Knoke's (1981) notion that transparent communication within an association can compensate for lower involvement in decision-making. Finally, one leader also expressed confidence in the Assembly's ability to create change, yet another suggested that the Assembly cannot "do it all" (Interview 12). These findings were consistent with Perkins, Hughey, and Speer's (2002) findings regarding psychological social capital and Perkins and Zimmerman (1995) and Perkins, Brown, and Taylor's (1995) work on collective efficacy and empowerment.

A strong connection was observed in the qualitative aspects of this study, which should be assessed in future studies. Residents felt a connection to the developer, its staff, its vision, and its master plan. The developer was noted as committed to and involved in the long-term success of this master-planned community. There were some concerns regarding the developer, but only two directly related to the Assembly; the others concerned the Verrado Community Association, the developer in general, and fellow community members. Some residents did indicate an understanding that sometimes the developer hesitated to share information, because they were awaiting a full story to pass on to the Assembly leaders. Second, concerns and skepticism were expressed regarding the Assembly's ability to take over community affairs once the developer is finished. The Assembly leaders will have a vote in community decisions at that time, and it will be up to them to cover any expenses for meetings and events. Leaders from the interviews were

hesitant to have the developer leave anytime soon. These findings appear highly connected to extrinsic satisfaction (see Herzberg, 1966; 1968; 1987; Deci & Ryan, 1985). Furthermore, developer commitment in community development should be included in future studies.

Social Capital Behaviors. Social capital behaviors include both informal behaviors, like neighboring, and formal behaviors, like participation. Both types of behavior were interrelated in the quantitative results, and they both were observed in the quantitative and qualitative responses. Both of these behaviors were only predicted by association affective commitment. Including each type of behavior in prediction models, informal association behavior (i.e. neighboring) predicted (positively) association collective efficacy, and formal association behavior (i.e. participation) predicted (positively) sense of affiliation and association affective commitment. These findings are consistent with Paxton's (1999) notion of association, whereas individuals become more familiar with each other through more informal social interactions. Association neighboring also significantly reinforced intrinsic satisfaction and marginally reinforced extrinsic satisfaction. These involvement behaviors were often said to result from volition not obligation. Assembly leaders indicated a respect for those who do not want to be involved as much as them. Involvement was seen as a spectrum, and residents in the community commented often about the large menu of opportunities for involvement through the Assembly. These findings were consistent with Herzberg's factors, attitudes, effects complex (see Herzberg, 1966; 1968; 1987) and Perkins, Hughey, and Speer (2002) and Perkins and Long's (2002) findings regarding psychological social capital in communities. The notion of an involvement spectrum is consistent with the work of

Handy, Brodeur, and Cnaan (2006); however, the behavioral anchors for the spectrum need further investigation. There also may not be an all-encompassing spectrum of involvement and its facets such as volunteering, giving, or neighboring because their attributes are intertwined.

Neighboring behaviors were evident within the Assembly and its work. Leaders reported having informal conversations with, offering advice to, and offering help to others they knew from the Verrado Assembly in both the quantitative and qualitative parts of this study. Inviting residents over or being invited over were less prevalent amongst the qualitative and quantitative responses. While it was apparent that leaders shared a great deal of information with others they know from the Assembly in the qualitative responses, the quantitative instrument indicated a lower prevalence of discussing problems with other residents as well. These findings were consistent with the conclusions made by Perkins, Hughey, and Speer (2002) and Perkins and Long (2002) regarding psychological social capital in communities.

The prevalence of informal association behaviors in this study raise more questions about the differences between being employed by an organization and volunteering for an association (McKnight, 2013). In associations, members can take satisfaction in their work because the nature of the work is self-determined and works to better their communities (Musso & Salazar, 2002). Volunteers and employees share similarities in their motivations, but distinct differences arise aside from obvious paid benefits. Volunteers and paid employees are similar in their levels of commitment. They both tend to like their respective organizations the same, share the same levels of emotional attachment and involvement, and feel the same level of obligation to remain

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with their respective organizations. There appears to be a key difference in their intentions to continue with an organization; paid employees show stronger intentions. While volunteers and employees feel the same levels of obligation to remain with an organization, volunteers show lower intentions to remain with an organization in the long-term likely because of the low cost of leaving their volunteer position (Liao-Troth, 2003). However, an important question appears; are informal social capital behaviors more prevalent in association settings, than organizational settings where people are employed? Finally, another question must be asked; are informal social capital behaviors similar to or different than pro-social or organizational citizenship behaviors? (see Organ, 1988; Borman, 2004; Finkelstein, 2006; Collet & Morrissey, 2007). Thus, more investigation is needed in both organizational and associational behavior research.

Formal participation behaviors were present in the Assembly and its functions. Residents reported attending meetings and events hosted by the Assembly. They less frequently reported speaking up during meetings, doing work for the Assembly, or leading and planning a program in the questionnaire responses. They reported, on average, formally volunteering six hours per month, but the median was three hours per month. This negative skew in involvement warrants further investigation. The large proportion of leaders in this dataset likely influenced this finding. Regardless of possible bias, these findings were consistent with Perkins, Hughey, and Speer (2002) and Perkins and Long's (2002) findings regarding psychological social capital in communities.

Formal participation in the Assembly took on different forms. The monthly leadership meetings were the primary source of receiving information from the developer and where Assembly leaders could ask questions and share information with the

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developer and other Assembly leaders. At meetings, leaders were also able to socialize and meet new people at monthly meetings.

Leaders were charged with passing on the information shared at the meetings and through correspondence with Assembly staff to residents in their neighborhoods. The leaders worked to ensure that that newcomers and current residents were connected to community information sources like email lists and Verrado.net; however, instead of these mediums being the hubs for information, the leaders appear to be the best sources for information; they are the nerve centers of the Assembly and community. They can clear up rumors and point out the actual facts. Many described that they felt it their duty to be accessible to their neighborhood residents, which they displayed by giving out their phone numbers and email addresses. Leaders strived for residents to feel they were accessible and felt that some residents could talk to them about community affairs. In line with these findings, behaviors such as word of mouth and sharing information were noted by Olsson (2013) as often-overlooked indicators of involvement in associations.

Assembly leaders fulfilled other formal duties than passing on information. The Assembly leaders welcomed newcomers to their neighborhoods with apple pies supplied by the local grocery store within a month. Though a formal duty or behavior, these welcoming actions appear to be informal in nature too. For instance, the pie welcoming allowed leaders and residents to better get to know each other and where to go for accurate community information. Thus, a formal or informal behavior divide may only be an issue of semantics rather than true conceptual differences. Furthermore, the violation of this divide is observed in other leader behaviors, such as helping host or hosting a full

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neighborhood party at least once a year and smaller gatherings throughout the year. Leaders and residents alike are able to get to know each other better at these gatherings.

Although it was not mandatory, many leaders and residents attended Assembly sponsored events. Others volunteered their time at Assembly sponsored events. Information about volunteer opportunities was passed on through email by Assembly leaders and staff, through the Assembly's website, or at leadership meetings. Assembly leaders spoke of helping to recruit volunteers and volunteering at these events as well. Some also commented on helping plan, review, and improve these events. These forms of volunteerism at events may be similar to organizational research on pro-social and organizational citizenship behaviors, because these actions are not required or forced (e.g., Organ, 1988; Borman, 2004; Finkelstein, 2006; Collet & Morrissey, 2007).

Also not an official charge, recruiting others to be leaders in the Assembly was a behavior enacted specifically by leaders. Recruiting others was mentioned by Olsson (2013) as an often-overlooked indicator of involvement in associations. Some leaders reported residents approached them wanting to self-enroll themselves as leaders in the Assembly. Some also recruited others for volunteering or volunteered at monthly community service opportunities. They also facilitated field trips to local community venues and service-providers. These opportunities would not be available for or pursued by Assembly leaders and residents, without the Assembly. Thus, recruitment, volunteering at events, and field trips were missing from the quantitative scales and likely should be included in the future assessments of formal social capital behaviors. Overall, these findings were consistent with Perkins, Hughey, and Speer (2002) and Perkins and

Long's (2002) findings regarding psychological social capital; however, this study took a more comprehensive look at the actual behaviors enacted both formally and informally.

Finally, qualitative connections were observed between individual factors, satisfaction, and association behaviors. Some individuals appeared to be predisposed to get involved with the Assembly, especially to meet new people and acquire new community information. Some individuals addressed constraints that kept them from greater involvement. Those drawn to involvement were also satisfied with their level of involvement; thus, satisfaction was also given as a reason why individuals became more involved, kept involved, or decreased their involvement. Others were drawn to and sustained by the social climate of the Assembly, which appeared to be the source of the interconnection between individual factors, satisfaction, and behaviors. Again, Herzberg's (1966) factors, attitudes, effects complex still appears meritorious.

Involvement behaviors and engagement in an association may themselves be reinforcing as found by the interrelationships amongst psychological social capital cognitions and behaviors in this study. For example, Wang and Ashcraft (2014) discovered that individual and situational factors like desiring or receiving tax deductions for charitable gifts did not induce charitable giving when accounting for the positive influences of organizational commitment to associations, involvement in associations, and being asked to give by fellow members of associations. Thus, involvement and engagement can reinforce itself. The effects from the factors, attitudes, effects complex (see Herzberg, 1966) may act as factors themselves.

There was also only one demographic or life course driver (see Hager, 2014) difference observed. As people became older, they were less likely to formally participate

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in the association. This is opposite of Wang & Ashcraft's (2014) findings that older, retired persons give more money to associations in certain contexts; however, this study primarily focused on volunteering not giving. Gender, housing type, marital status, income, and other demographics were not significantly different or related to any of the scales contrary to other association studies (e.g. Kou et al., 2014; Hager, 2014).

Community Satisfaction and Associational Influence

Community satisfaction received the highest marks out of all the scales used in this study. Respondents liked events hosted by the Verrado Assembly, the Verrado Assembly clubs, and the Verrado Assembly in general, which all positively predicted community satisfaction. Events were most influential in predicting community satisfaction, followed by association satisfaction and then club satisfaction. Amongst the qualitative responses, residents and leaders remarked not only that they *liked* the Verrado community but also *loved* it. They noted they were not only *satisfied* but also *happy* living in Verrado. Specific mentions of satisfaction revolved around its aesthetics, its design, its people, its schools, its opportunities, its uniqueness, and its intentional focus on community building. There appears to be a relationship between intrinsic and extrinsic aspects of community satisfaction, such that the initial draw of the development was its visual aesthetics, but the sustaining draw of the community was its people and culture. These findings may be result of haloing (Heider, 1958); however, the findings may be quite accurate based on the descriptions found in the qualitative portions of this study.

General dissatisfaction regarding the Verrado community was not found amongst the qualitative responses. Some specific responses concerned dissatisfaction, such as kids skateboarding and loitering, a need for youth programs, a need for greater handicap-

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accessibility in community center, a dislike of remodels to original design plans, changes to community fitness programs, dogs not on leashes in parks, the distance from the city, traffic during Halloween, and poorly kept homes and lawns. Residents liked the restaurants and entertainment but wished for even more venues and opportunities. The sources of dissatisfaction appeared much more extrinsic in nature than intrinsic; the sources of community satisfaction are different than community dissatisfaction. These findings are consistent with intrinsic and extrinsic satisfaction research by Herzberg (1966; 1968; 1974; 1987) and Deci and Ryan (1985) and community satisfaction work by Grillo, Teixeira, and Wilson (2010).

Psychological Social Capital Development in Communities

Social Capital Cognitions. Community satisfaction positively predicted all three community social capital cognitions. These cognitions were interrelated. Sense of community predicted community affective commitment and vice versa, and community collective efficacy predicted community affective commitment and vice versa. But, after controlling for community affective commitment, sense of community did not predict community collective efficacy and vice versa. Again, social capital cognitions were not directly assessed in the qualitative methods, but respondents made statements, which corresponded with social capital cognitions in communities. These social capital cognitions were hard to discriminate from each other because of their overlapping natures as well.

Sense of community received high marks overall on the quantitative instrument. Residents felt that they get what they need from the community, they feel connected to others, and they feel like they have a say in community affairs. Amongst the qualitative

responses, residents and leaders indicated feelings of connection and belonging. They felt others in the community cared about them. Thus, it is no wonder why Verrado was also frequently acknowledged as a community not a land development. Even the residential design guidelines for Verrado read, "Verrado fosters a sense of community and expression of individuality" (DMB Associations, Inc, 2008, p. 2). Residents felt the Verrado community was unique and novel. These findings were consistent with Perkins, Hughey, and Speer (2002) and Perkins and Long's (2002) findings regarding psychological social capital, Block (2008) and McKnight and Block's (2010) notions of care and belonging, and Peterson, Speer, and McMillan's (2008) working regarding sense of community.

Residents indicated a commitment to the Verrado community amongst the qualitative responses; thus, community affective commitment also received high marks on the quantitative instrument. Residents indicated that felt emotional attachment and meaning from their involvement in the community. Residents felt that the community was a family, its problems were their own, and they enjoyed discussing the community with others. Amongst the qualitative responses, they indicated that the community was a family. They also felt the community was friendlier than other communities they had lived in. They also took pride in being a part of the community. This emotional attachment and connection to the community also resemble Block (2008) and McKnight and Block's (2010) concepts of care and belonging. Care in communities fosters competence, which may be similar to the high community collective efficacy found in this study (see Block, 2008).

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Community collective efficacy received high marks as well. This scale focused on closure and trust in others in the community. Residents indicated strong feelings of closeness and trust in each other. The community collective efficacy scale also focused on residents' abilities to attain resources to improve their community and their abilities to reach out to others in their community. Amongst the qualitative responses, residents and leaders indicated feelings of closeness to each other. The community members were described as seeking to and actually intentionally build community. They felt the community was actively engaged in the effort. The residents of Verrado were described as generous in their time and money. They felt their access to community information facilitated their engagement. They indicated a desire to continue to be in charge of their community's destiny. These findings were consistent with Perkins, Hughey, and Speer's (2002) findings regarding psychological social capital and Perkins and Zimmerman (1995) and Perkins, Brown, and Taylor's (1995) work on collective efficacy and empowerment.

Social Capital Behaviors. Formal and informal community social capital behaviors were both interrelated in the quantitative results, and they both were observed in the quantitative and qualitative responses. Community neighboring was predicted by community collective efficacy, but only community neighboring predicted formal community participation. Community collective efficacy marginally predicted formal community participation. Controlling for both behaviors, only community neighboring reinforced sense of community, community affective commitment, and community collective efficacy. Amongst the qualitative responses, involvement was again seen as a spectrum, and residents in the samples commented often about the many opportunities for

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involvement. Like the association findings, this notion of an involvement spectrum is consistent with the work of Handy, Brodeur, and Cnaan (2006); however, the anchors for the spectrum need further investigation in the context of communities as well. These findings were also consistent with Herzberg's (1966; 1968; 1987) factors, attitudes, effects complex and Perkins, Hughey, and Speer (2002) and Perkins and Long's (2002) findings regarding psychological social capital in communities.

Neighboring behaviors were evident within the Verrado community. Leaders reported having informal conversations with, offering advice to, and offering help to community members in both the quantitative and qualitative parts of this study. Amongst the qualitative responses, community members mentioned informal conversations with each other and felt comfortable introducing themselves to their neighbors. Verrado appears to be fulfilling its mission; "Verrado recaptures the friendly spirit of a great American small town" (DMB Associates, Inc, 2008, p. 2). They also described the friends they have met in the community that they continue to socialize with. These findings were consistent with Perkins, Hughey, and Speer (2002) and Perkins and Long's (2002) findings regarding psychological social capital in communities.

Residents met and socialized at events outside of the Assembly. Residents used community facilities, ate at local restaurants, or worked in the community. Others attended local school events or local church events. Some residents also took advantage of the community's outdoor opportunities.

Residents noted that other residents in their community would offer to help or actually help them. Some residents helped others navigate community policies and procedures. Others aided neighbors in their formal petitions for changes in the

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community. Others helped their neighbors as they dealt with social or health problems. Help to others was also shown in the forms of home repairs, home maintenance, allowing others to use their homes, and watching others' homes. Leaders particularly remarked on being available to share information they have from their involvement in the Assembly and other community organizations with others in the community, outside their neighborhood. Residents would thank them for their availability and involvement.

Formal participation behaviors were present within community outside of the Assembly. Residents reported attending meetings and events hosted in the community. They less frequently reported speaking up during meetings, doing work in the community, or leading and planning a program in the questionnaire responses. Residents remarked on starting or being involved in a club or local community groups, such as block watch or the community pride committee. Overall, these findings were consistent with Perkins and colleagues (1995; 2002) and Peterson, Speer, and McMillan's (2008) findings regarding psychological social capital; however, this study focused more strongly on association behaviors than community behaviors, which deserve future research. Finally, some residents from the qualitative responses appeared predisposed towards community involvement, which should be investigated in the future as well.

Returning to Figure 1, this study supported the conjectured relationships presented earlier based on the regression analyses; there appears to be a distinct process for psychological social capital development and/or associational involvement and engagement. The individual dispositions, motives, values, and expectations a person holds predicted whether a person was satisfied with those same items. However, despite the depth of qualitative analysis pursued in this study, further research is needed on these

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dispositions, motives, values, and expectations and how they related to satisfaction and involvement. These individual and situational factors predicted general satisfaction, which led to both cognitive and behavioral effects. As expected, the cognitive effects (sense of affiliation, affective commitment, and collective efficacy) successfully predicted (informal and formal) involvement behaviors; however there may be even more cognitive effects that were not explored in this model (i.e., sense of obligation). Involvement behaviors also need more research, especially because they were liked back to situational factors. Individual involvement in associations changes the dynamics of the association; however, involvement in this study did not (quantitatively) reinforce individual factors.

Furthermore, in regards to Figure 2, this study supported the conjectured components of psychological social capital presented earlier; there appear to be distinct dimensions of psychological social capital for associations and communities. The regression and principal components analyses revealed that the 2 x 2 x 2 model might have future worth. Psychological social capital appears to fall within three dimensions: (1) informal to formal; (2) cognition to behavior; and (3) internal and external. There may still be even more dimensions to psychological social capital than assessed in this study.

Affective commitment was added to the model as a cognitive component of psychological social capital, but its level of formality needs further investigation. Affective commitment appears to be especially important, because it had a salient influence on psychological social capital behaviors. Finally, as mentioned earlier further investigation is needed into the different cognitions and behaviors of psychological social capital. Perkins and colleagues' (1995; 2002) dimensions are good start, but much more

research is needed, especially if psychological social capital can transfer between associations and communities.

Psychological Social Capital Transference

Early social capital research by Putnam (1993) suggested that social capital could be transferred from associations to its members (reiterated by Degli Antoni & Portale, 2011). Habits can be transferred to association members, such as "cooperation, solidarity, and public-spiritedness" (Degli Antoni & Portale, 2011, p. 567). Associations also help build individuals' social networks, generalized trust in others, and their relational skills (Degli Antoni & Portale, 2011). Social capital has been related to knowledge transfer (Inkpen & Tsang, 2005; Levin & Cross, 2004; Reagans & McEvily, 2003). Finally in management research, Payne and colleagues (2011) considered that organizational social structure might impact social capital transfer. However, the current study showed that social capital developed through involvement in associations may be transferred to cognitions held and behaviors enacted in associations' larger communities as well.

Social capital transference as a formal term to be investigated is rare to find in current research, and it has not been considered in a psychological form. Social capital transference has been acknowledged to help minimize racial differences in teams (see Clopton, 2011). Social capital transference has also been mentioned in describing and exploring the transfer of social capital from virtual- to real-world settings (Ye, Fang, He, & Hsieh, 2012). But, social capital transference from a psychological posture or as a stand-alone theory has not yet been explored before this study.

All association psychological social capital cognitions and behaviors positively predicted their corresponding community psychological social capital cognitions and

behaviors in this study. Psychological social capital may transfer from relationships and interactions inside a neighborhood association to relationships and interactions in the outside community that it serves.

These relationships modified when all the associational psychological social capital components were used as predictors for the community psychological social capital components. Sense of community was significantly predicted by association neighboring and was marginally predicted by association collective efficacy. Community affective commitment was best significantly predicted by association affective commitment, followed by neighboring and then followed by association collective efficacy. Community collective efficacy was best significantly predicted by association collective efficacy and then significantly predicted by association neighboring. Association neighboring when including the other association psychological social capital components only marginally predicted community neighboring. Formal community participation was only significantly predicted by association participation. Thus, social capital transference, though causation could not be determined with the current research methods employed, is likely not a direct transfer system of one association construct to its corresponding community construct. These findings are consistent with Geys and Murdoch's (2008) insights regarding internal and external social capital, but this study offers a one of kind psychological assessment of this notion. The best insights on how this relationship is manifested or how this transfer may occur are reflected through comments made about the Assembly's leadership program.

The Verrado Assembly Leadership Program. Explanations for social capital transference from an association to a community can be found in descriptions of the

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power of the Verrado Assembly leadership program. The program appears to have a significant effect on the development of psychological social capital, which indirectly affects social capital transference. However, these leaders may have been already predisposed to higher levels of motivation. For example, leaders indicated higher levels of extrinsic values and motives; however, intrinsic values and motives were not higher for leaders versus non-leaders.

Leaders indicated higher levels of intrinsic and extrinsic satisfaction. Overall, they were more satisfied with the Assembly's events, its clubs, and in general; but they were not more satisfied with the community than non-leaders, that difference was only marginally significant. The leaders also had greater social capital cognitions and behaviors regarding the Assembly and their community. They indicated higher sense of affiliation, association affective commitment, and association collective efficacy regarding the Verrado Assembly. They also indicated higher sense of community and community collective efficacy; however, community affective commitment was only marginally significantly higher. Leaders indicated greater association neighboring behavior, but not community neighboring behavior. They also indicated greater association and community participation. These findings parallel organizational research on leadership and positive psychological outcomes in organizations (e.g., Mathieu & Zajac, 1990). For example, Mathieu and Zajac (1990) found the group-leader relations positively related to organizational commitment. Future research should draw on these parallels in organizational management and behavior research.

These findings were affirmed by the qualitative responses. Psychological social capital transference was evident amongst the qualitative responses in regards to the

leadership program. "The assembly creates involvement" (Interview 1: 276-277). Figure 20 outlines an intentional process that was unveiled and arranged based on the qualitative and quantitative responses. The figure shows transference occurring from the association to the community at each stage of the process because the leadership program intentionally models and teaches it throughout its leadership development process.
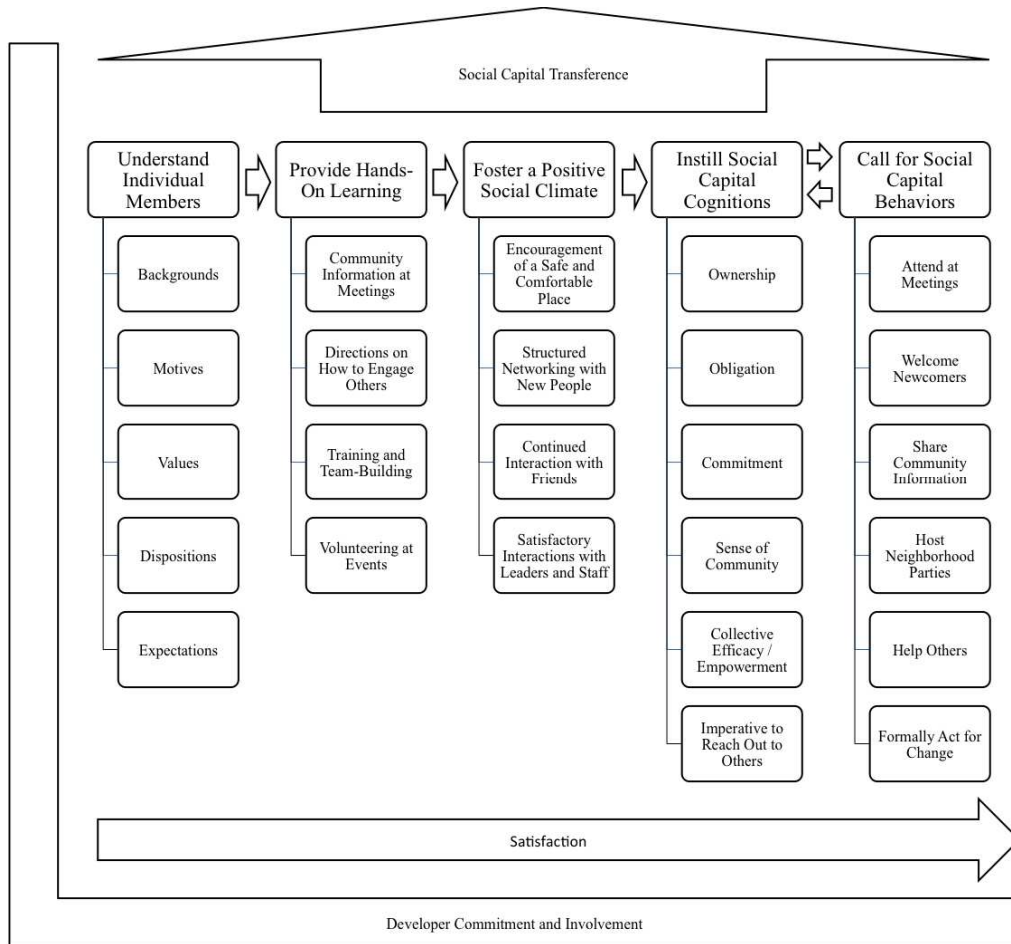
Figure 20. An Intentional Process of Psychological Social Capital Transference

First, the Assembly's leadership program intentionally engages people with different individual backgrounds. Backgrounds in this framework primarily concern demographics, such as age, gender, retirement, employment, and marital status. The Assembly also works to understand the different motives, values, dispositions, and

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expectations potential and current involved leaders have. Through its myriad of opportunities, the Assembly encourages those people to become involved through learning or volunteering.

Second, the Assembly provides a fulfilling hands-on learning experience to its leaders. Information about community affairs is communicated in a free, clear, concise, and transparent manner. The leadership program also provides leaders with directions on how to engage with their neighbors, specifically how to welcome newcomers, host neighborhood parties, and pass on information learned at community meetings or from correspondence with the Assembly staff and leaders. The Assembly also provides ways to practice these behaviors through training and team building. Additionally, the Assembly provides means for leaders to interact with others in the community through volunteering at community events.

Third, the Assembly leadership program fosters a positive social climate. At meetings and events, the Assembly helps encourage a safe and comfortable environment through the actions of its leaders and staff. In this environment, leaders can interact with each other and are encouraged to meet new people in their midst. Structured networking is provided to help current leaders meet new leaders. Friendships develop, and leaders get excited to come to Assembly events because they get to make new friends and see their current friends. The leaders also get to interact with Assembly staff members, which are the primary transmitters of community information. All of these actions, in a positive social climate, facilitate the building of trust in and outside of the association. These actions facilitate reciprocity. These actions and climate also enable leaders to better adopt

the Assembly's mission and vision for an involved and engaged community, a community with high social capital.

Psychological social capital cognitions are instilled through the hands-on learning experiences and the positive social climate. Leaders feel a sense of ownership over the Assembly, their own neighborhood, and the Verrado community. They feel obligated to be involved and engaged in Assembly and community affairs. They become committed to both the association and community. They develop a sense of affiliation with the association and a sense of community with the community. The leadership program creates an empowering experience, where leaders feel comfortable reaching out to new people, volunteering at community events, and being a part of community decisions and affairs. They reach out to their neighbors, not because they had to but because they wanted to. They act more outgoing and are more deliberate in making new connections. It is no wonder why many Assembly members described themselves as promoters or ambassadors of the Assembly and the community. They felt an imperative to reach out to others inside and outside of the Assembly and community.

Psychological social capital behaviors are elicited from the leadership program experience. These behaviors are spurred by and are reinforced by psychological social capital cognitions. Leaders first attend meetings to receive information and guidance. Second, they welcome newcomers to the association and new people to the community. They welcome new people to the community by bringing them apple pies. They meet new people in both the Assembly and the community. Third, they share information with their neighbors and others in the community. The information is best shared through face-to-face interactions, followed by phone calls, emails, and flyers. Passing on information

helps clear up misconceptions their neighbors or community members have. Fourth, the leaders host or help facilitate neighborhood parties. These parties are held at least once a year and occur either in the local park or on the front porches and lawns of people's homes. The Assembly provides extra resources in order to help leaders plan and host these parties. All of these are official charges of being a leader.

Though not official charges, leaders appear to be encouraged or take the initiative to help others in their neighborhoods and community. They help their neighbors and community members with repairs and maintenance, using their homes (like using their bathrooms), watching homes and pets, and general handiwork. They help neighbors when they have social and health problems as well. Finally, leaders will help neighbors and community members find the right information or help with the process to formally petition for changes in their neighborhood and community. All of these behaviors help create a caring community. These behaviors also provide positive opportunities for achievement and recognition for leaders.

The Assembly and its leadership program sustains opportunities for connecting with others and involvement in neighborhoods and communities. Points of entry include Assembly meetings, events, and recruitment by leaders. The Assembly provides "opportunities to encourage my neighbors to *participate* [emphasis respondent] in Verrado rather than just *live* [emphasis respondent] in Verrado" (Town Hall: 34).

Therefore, leaders are examples to others, which is at the heart of psychological social capital transference. The leaders work to transfer their built psychological social capital to non-leaders. Leaders believed that their examples were helping create a friendlier and involved community. They also acknowledged that this was made possible

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because they have a developer that is committed to funding that vision from the development's start. Finally, it is posited that satisfaction with each phase of transference is the fuel that moves the process forward.

The intentional process outlined in Figure 20 is meant to be an example practice or logistical model for neighborhood or community associations; however, this outlined process is based on a combination of the assumptions taken from Figures 1 and 2 and the findings of this study. The model is meant to be descriptive rather than proscriptive. The progression of Figure 20's processes reflects psychological social capital development.

The model processes, as they move from left to right, reflect the factors, attitudes, and effects explicated in Figure 1. The first process, understand individual members, can be conceptualized as individual factors. Hands-on learning and fostering a positive social climate were new additions to the original research synthesized to create Figure 1 and assessed in this study's quantitative work. They can likely be conceptualized as situational factors. Attitudes (i.e. satisfaction) are not shown as particular processes in Figure 20, but they are speculated to be the catalyst that carries the development process forward. The final two processes reflect psychological social capital cognitions and behaviors as presented in Figure 2. Therefore, the Verrado Leadership program provided an excellent sub-case in this study to better understand psychological social capital development and transference, but more cases need to be examined.

Lessons Learned for the Future of Psychological Social Capital Research

Leadership development and public recognition were both initially overlooked indicators in this research. Still these findings echo the work of Andrews and colleagues (2010) who found:

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"Although available resources and favorable contexts matter…associations with more committed activists, that build organizational capacity, that carry out strong programmatic activity, and whose leaders work independently, generate greater effectiveness across outcomes" (p. 1191).

Future research on psychological social capital development and transference should address not only membership engagement but public recognition and leadership development as well (see Andrews et al., 2010; Han et al., 2011).

Again, this research is only the beginning of the endeavor to understand psychological social capital development and transference. Future research on association programs that work to promote psychological social capital development and transference should utilize pre- and post-test research designs to assess how well a particular program changes its members as they become involved in an association. Additionally, repeated-measures, time-series, and longitudinal designs should be used to assess changes in psychological social capital development and transference over time. Schmid's (2002) call for longitudinal tracking of social capital's psychological outcomes and sources still remains unanswered.

Research on associations and their abilities to develop and transfer psychological social capital needs to be pursued across similar and different types of associations. This study was well suited to assess the development of psychological social capital through its mixed method design (see research question one); however, a definitive model of psychological social capital transference was only posited based on the linkages observed between the association and community psychological social capital components used for assessment in this study. More in-depth qualitative studies and quantitative cross-

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comparison studies may be of merit for future discovery. A key finding from this study is the existence of intentional processes of transference in communities (see Figure 20), which can provide a pathway for future research. Figure 20 is founded on an assumption of intentionality in psychological social capital development and transference. This model may be useful at this time for community development practitioners who are seeking to increase social capital at the individual and psychological level. At the same time, this model was built on research on a neighborhood association in an affluent community in the southwestern United State; thus, more replication and testing are needed.

More association and community case studies utilizing qualitative and mixed methods should be explored to get a more in-depth look at connections between the independent and dependent variables studied. Random sampling in larger samples likely can also make the case for more generalizable and valid findings than this study offered. This study's ex post facto design also was limited by its inability to determine causality between the independent and dependent variables or manipulate the independent variables assessed. Experimental or quasi-experimental quantitative designs should be pursued in the future. Another question arises as well; can psychological social capital within communities be transferred back into associations? Finally, future studies should seek to yield larger sample sizes and higher response rates to help better assess the relationships between these variables.

Association events also showed a great deal of influence on club, association, and community satisfaction. The indirect effects of event satisfaction on psychological social capital cognitions likely have a larger role to play in psychological social capital

development and transference. Additionally, extrinsic (hygiene) values had a negative effect on event satisfaction, while intrinsic (motivator) values had a positive effect on event satisfaction. These results suggest that Crompton's (2003) notion of a hygiene-motivator threshold may exist. Future research should work to better understand that threshold and should draw further on Herzberg's (1966; 1968; 1987) work.

The quantitative scales used in this study could also use improvement. The qualitative research findings offered insights to missing scale pieces. For example, only time-given to an association was measured in this study, while money-given was acknowledged in the qualitative portions of this research and found in many studies (e.g., Gazley & Dignam, 2010; Hager, 2014; Wang & Ashcraft, 2014). Future studies, especially large-scale comparative studies of associations, should continue to look at money-given as a dependent variable, and perhaps a part of formal psychological social capital behaviors. Additionally, future research should include assessments of leisure constraints (see Crawford, Jackson, & Godbey, 1991; Mannell & Kleiber, 1997; Iso-Ahola, 1982; 1989) to better understand members' decisions to stay with an association and the influence of leisure constraints on psychological social capital. Finally, other involvement indicators missing from the quantitative measures were recruitment and word of mouth behaviors as suggested by Olsson (2013).

This study also overlooked the idea of dark psychological social capital, which remains an important avenue for research (see Adler & Kwon, 2002; Agnitsch, Flora, & Ryan, 2006). The qualitative methods elucidated some hints towards dark psychological social capital, whereas some of the respondents noted that some association leaders came

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off as cliquish or acted superior to non-leaders. The idea of dark or too much psychological social capital should be considered in future research endeavors.

Despite the meticulous effort put forth in this study, a number of avenues for research remain to fill in the gaps leftover from this study. Community and social scientists and practitioners are encouraged to

- assess how neighborhood or community leadership programs facilitate psychological social capital development and transference;

- examine what community resources (i.e. homeowner dues or developer support) help catalyze psychological social capital development and transference;

- utilize other statistical methods and research designs (i.e. pre- and post-tests) to further investigate psychological social capital development and transference;

- research psychological social capital development and transference in other associations and communities, specifically those not geographically based;

- continue in-depth case study analyses of communities with high (psychological) social capital;

- determine if even more psychological social capital cognitions and behaviors exist within associations and communities than assessed in this study;

- seek out larger sample sizes and higher response rates for further investigation and comparisons of psychological social capital in associations and communities;

- consider if psychological social capital within communities be transferred back into associations;

- scrutinize the role of association and community events in the development and transference of psychological social capital;

- further investigate the possibility of a extrinsic-intrinsic or hygiene-motivator threshold for association and community events (see Crompton, 2003; Herzberg, 1966; 1968; 1987);

- reexamine, reconfigure, and improve the quantitative scales used in this study to apply to other association types and communities and to consider missing constructs (i.e. giving or recruitment behaviors);

- study the influence of leisure constraints in psychological social capital development and transference; and

- contemplate and analyze the possibility of dark psychological social capital in associations and communities.

Conclusion

A comeback in associationalism may be possible, and it may serve to increase social capital across the United States or globally as well. This comeback likely must first occur within associations before it can occur across associations. Current research on associations has not gone far enough in understanding how to spur this comeback. Further research needs to focus more on the psychological components of social capital and pay more attention to the more informal forms of association behavior. Therefore, this study presents a preliminary model of psychological social capital development and transference, but more research is needed before a more complete theory of psychological social capital development and transference is supported and best used in associational and community development.

Drawing on research from multiple disciplines, the findings of this community case study suggest that Herzberg and colleagues (1959) and Herzberg's (1966) factors,

attitudes, and effects complex still holds merit in psychological theory modeling. The addition of psychological social capital to the framework helps expand the effects side of the complex. It appears that when association members are motivated to be involved, they are more likely to be satisfied with (or to like) their involvement. It appears what motivates involvement is not necessarily what sustains that involvement because of the differences between motives and satisfaction on the item level. When they are satisfied with (or like) their involvement, they are more likely to be satisfied with their association, its parts and as a whole. Association satisfaction is multifaceted and influenced by a great many factors that deserve further study. When members are satisfied with (or like) their association, they are more likely to be cognitively connected to the association. Finally, when they are cognitively connected to their association, they are more likely to act.

There is evidence that psychological social capital can be transferred between associations and their larger communities. Though causality cannot be proven with the current research design, psychological social capital transference appears to occur in the community case studied. A framework to inspire social capital transference is presented based on an associational leadership program. Through intentional processes, psychological social capital transference from an association to a community can likely occur. This intentionality is affirmed by Roberts and Lacey's (2008) noted connection between human and social capital. For human capital to be transferred into social capital "it requires an explicit and active commitment from individuals and groups to invest their individual capacity and skills in generating forms of social capital" (p. 103). Thus, the theory of psychological social capital transference presented needs further testing, but it may have great worth in future research and application.

A comeback in associationalism is possible, but it must first begin within associations and through the commitment and involvement of individuals who value the development and transference of social capital. Herzberg (1966; 1968; 1987) believed organizations could become hubs for psychological growth and enrichment. Along similar lines, Knowles (1972) believed associations could become "societies for self-actualization" (p. 29). Psychological social capital development and transference hopefully provide one step in the right direction towards these aims.

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APPENDIX A

DATA COLLECTION INSTRUMENTS

In-Person Interview Protocol

Introduction and Essential Questions

Prompt: If it is okay with you, I would like to begin by getting to know you a little better. I'll be asking some general questions about you, and will then continue with questions about your community association.

Question/Item One: Tell me about yourself.

Question Two: What do you like to do? (Values)

Question Three: What do you not like to do? (Values)

Question Four: What are you good at? (Values)

Question Five: What are you not good at? (Values)

Question Six: What do you like about your community association? (Motives and Values)

Question Seven: What do you not like about your community association? (Motives and Values)

Critical Incidents

Question One: Think of a time in the past when you felt especially *good* about (insert association). Can you think of such an extreme point in your feelings about your association? If so, please tell me about it.

Question Two: Think of a time in the past when you felt especially *bad* about (insert association). Can you think of such an extreme point in your feelings about your association? If so, please tell me about it.

(If no answer to Question One) Question Three: Think of a time in the past when you felt especially *connected* to (insert association). Can you think of such an extreme point in your feelings about your association? If so, please tell me about it.

(If no answer to Question Two) Question Four: Think of a time in the past when you felt especially *disconnected* to (insert association). Can you think of such an extreme point in your feelings about your association? If so, please tell me about it.

Model- Building Questions

Question One: What caused you to become involved with this association? (Motives)

Question Two: What keeps you involved with this association? (Motives)

- What, if anything, would cause you to decrease your involvement?

- What, if anything, would cause you to leave this association?

Question Three: What do you value most about your involvement with this association? (Values)

- Please tell me about how well this association reflects your values? Question Four: What do you value about involvement in associations like (insert association) in general? (Values)
- Please tell me about how well this association matches reinforces those values?

Question Five: What benefits do you personally expect to receive from this association? (Situational Factors/Expectations)

- In what ways does (insert association) meet your expectations? In what ways does it not?

Question Six: What benefits do you expect your community to receive from this association? (Situational Factors/Expectations)

- In what ways does (insert association) meet your expectations? In what ways does it not?

Question Seven/Eight: Are there any other benefits (insert association) provides (for you, for your community)? If so, please tell me about them. (Situational Factors)

Question Nine: Now that we have spoke about the number of benefits (insert association) provides, which ones do you value most? Value least? (Values)

Question Ten: Please describe your involvement with the association. (For each behavior)

- How do these behaviors reflect your values?
- Have these behaviors changed your values?
- How do you feel when you are performing that behavior?
- How do you feel after you perform that behavior?
- How do you think your behavior has impacted your association? (Better or ☐worse)?

Question Eleven: What are some other things that people are involved in in the association?

Question Twelve: How has your involvement in the Verrado Assembly changed the way you interact with others in your neighborhood?

Phone Interview Protocol

Introduction

Prompt: If it is okay with you, I would like to begin by getting to know you a little better. I'll be asking some general questions about you, and will then continue with questions about your community association.

Question/Item One: Tell me about yourself.

Question Two: What do you like about the Verrado Assembly? (Motives and Values)

Question Three: What do you not like about the Verrado Assembly? (Motives and Values)

Critical Incidents

Question One: Think of a time in the past when you felt especially *good* about the Verrado Assembly. Can you think of such an extreme point in your feelings about your association? If so, please tell me about it.

Question Two: Think of a time in the past when you felt especially *bad* about the Verrado Assembly. Can you think of such an extreme point in your feelings about your association? If so, please

Model-Building Questions

Question One: What caused you to become involved with the Verrado Assembly? (Motives)

Question Two: What keeps you involved with the Verrado Assembly? (Motives)

Question Three: What do you value most about your involvement with the Verrado Assembly? (Values). Please tell me about how well this association reflects your values?

Question Four: What benefits do you personally expect to receive from involvement the Verrado Assembly? (Situational Factors/Expectations)

Question Five: Please describe your involvement with the Verrado Assembly.

- How do these behaviors reflect your values?
- Have these behaviors changed your values?
- How do you feel when you are performing that behavior?

- How do you feel after you perform that behavior?
- How do you think your behavior has impacted the Verrado Assembly?

Question Six: How has your involvement in the Verrado Assembly changed the way you interact with others in your neighborhood?

Moderator Guide

First and foremost, make sure to introduce yourself and your role in this study to all participants.

This study is interested in the community factors that lead to personal attitudes or feelings and the effects desired, contemplated, or enacted because of those factors. Thus, it is highly important that in each response to the questions that the following are derived:

1. A complete description of the factor that lead to an attitude and/or effect
2. A complete description of the attitude or feeling derived from that factor
3. A complete description of the desired, contemplated, or enacted effect from the ☐factor
4. Adequate specificity in responses requiring the community factors, attitudes, and ☐effects
5. A notation of the duration of any factor, attitude, or effect
   a. How long was the duration of the experience in question (factor)
   b. How long the participant felt a certain way because of the factor (attitude)
   c. How long did a person desire, contemplate, or enact the describe effect ☐(effect)

The following probes derived from Padgett (2008) will help you achieve these five goals:

- If you feel the participant needs to go deeper ask, "Can you tell me more about (insert factor, attitude, or effect you heard)"
- If you feel the participant needs to go back in their narrative to gain a better understanding of a specific factor, attitude, or effect respond, "Earlier you mentioned (insert factor, attitude or effect you heard), please tell me more about that"
- Feel free to ask the participant to clarify any descriptions you find confusing or unclear.
- You may steer the conversation back to the narrative to further explore a factor, attitude, or effect by saying something like, "That's very interesting, but let's talk about something you said earlier...(speak of an earlier description of a factor, attitude, or effect)"
- Make sure to ask about the duration of any factor, attitude, or effect. For instance, ask, "How long did you feel that way, want to do that, or how long did the experience last?" ☐DO NOT ask the participant to compare their experience to the experiences of others. We are only interested in their personal experience.

APPENDIX B

VALIDITY TABLES

Table 1.

Unrotated Component Matrix

Items	Component		
	1	2	3
Adequate facilities for meetings and/or events	0.547	0.625	-
Affordable costs for attending events	0.537	-	0.725
Verrado Assembly's policies and procedures	0.657	-	-
Location of Verrado Assembly's meetings and/or events	0.659	-	-0.456
Opportunities to interact with people you do not know	0.788	-	-
Providing a break from your normal work life	0.604	-0.571	-
Providing a safe space for you	0.599	-0.631	-
Opportunities to interact with Verrado Assembly's leaders	0.607	-	-
Access to information about the Verrado community	0.700	-	-

Table 2.

Rotated Component Matrix

Items	Component		
	1	2	3
Adequate facilities for meetings and/or events	0.407	-	0.753
Affordable costs for attending events	-	-	0.861
Verrado Assembly's policies and procedures	0.711	-	-
Location of Verrado Assembly's meetings and/or events	0.766	-	-
Opportunities to interact with people you do not know	0.51	0.495	-
Providing a break from your normal work life	-	0.815	-
Providing a safe space for you	-	0.864	-
Opportunities to interact with Verrado Assembly's leaders	0.72	-	-
Access to information about the Verrado community	0.52	-	-

Table 3.

Unrotated Component Matrix

Items	Component
Adequate facilities for meetings and/or events	0.739
Affordable costs for attending events	0.686
Verrado Assembly's policies and procedures	0.835
Location of Verrado Assembly's meetings and/or events	0.823
Opportunities to interact with people you do not know	0.762
Providing a break from your normal work life	0.605
Providing a safe space for you	0.706
Opportunities to interact with Verrado Assembly's leaders	0.856
Access to information about the Verrado community	0.760

Table 4.

Unrotated Component Matrix

	Component	
Items	1	2
Opportunities for learning	0.740	-
Opportunities for individual achievement	0.770	-
Opportunities to take on new responsibilities	0.809	-
Opportunities for friendships to develop	0.754	-
Opportunities for personal growth	0.828	-
Opportunities to express your talents	0.816	-
Opportunities to be recognized for your achievements	0.728	-
Opportunities to have fun	0.533	0.647
Opportunities to receive feedback on your work with the Verrado Assembly	0.684	-0.512

Table 5.

Rotated Component Matrix

Items	Component	
	1	2
Opportunities for learning	0.406	0.662
Opportunities for individual achievement	0.741	-
Opportunities to take on new responsibilities	0.715	0.410
Opportunities for friendships to develop	-	0.792
Opportunities for personal growth	0.505	0.681
Opportunities to express your talents	0.629	0.520
Opportunities to be recognized for your achievements	0.812	-
Opportunities to have fun	-	0.838
Opportunities to receive feedback on your work with the Verrado Assembly	0.853	-

Table 6.

Unrotated Component Matrix

Items	Component
Opportunities for learning	0.800
Opportunities for individual achievement	0.880
Opportunities to take on new responsibilities	0.846
Opportunities for friendships to develop	0.809
Opportunities for personal growth	0.882
Opportunities to express your talents	0.877
Opportunities to be recognized for your achievements	0.896
Opportunities to have fun	0.820
Opportunities to receive feedback on your work with the Verrado Assembly	0.796

Table 7.

Unrotated Component Matrix

Items	Component
Taking everything into account, how satisfied are you with Verrado Assembly's Events	0.858
How likely are you to recommend Verrado Assembly's Events	0.861
I am proud to be a part of Verrado Assembly's Events	0.915
Verrado Assembly's Events provide great opportunities for people like me.	0.828

Table 8.

Unrotated Component Matrix

Items	Component
Taking everything into account, how satisfied are you with Verrado Assembly's Clubs and Groups	0.877
How likely are you to recommend Verrado Assembly's Clubs and Groups	0.917
I am proud to be a part of Verrado Assembly's Clubs and Groups	0.893
Verrado Assembly's Clubs and Groups provide great opportunities for people like me.	0.898

Table 9.

Unrotated Component Matrix

Items	Component
Taking everything into account, how satisfied are you with Verrado Assembly's Clubs and Groups	0.877
How likely are you to recommend Verrado Assembly's Clubs and Groups	0.917
I am proud to be a part of Verrado Assembly's Clubs and Groups	0.893
Verrado Assembly's Clubs and Groups provide great opportunities for people like me.	0.898

Table 10.

Unrotated Component Matrix

Items	Component
Taking everything into account, how satisfied are you with Verrado (as a whole)	0.908
How likely are you to recommend Verrado (as a whole)	0.927
I am proud to be a part of Verrado (as a whole)	0.940
Verrado (as a whole) provides great opportunities for people like me.	0.788

Table 11.

Unrotated Component Matrix

Items	Component
I get what I need in the Verrado Assembly.	0.860
The Verrado Assembly helps me fulfill my needs.	0.845
I feel like a member of the Verrado Assembly.	0.944
I belong in the Verrado Assembly.	0.848
I have a say about what goes on in the Verrado Assembly.	0.856
Residents involved in the Verrado Assembly are good at influencing each other.	0.787
I feel connected to the Verrado Assembly.	0.920
I have a good bond with others in the Verrado Assembly.	0.851

Table 12.

Unrotated Component Matrix

Items	Component
I get what I need in this community.	0.749
This community helps me fulfill my needs.	0.797
I feel like a member of this community.	0.917
I belong in this community.	0.865
I have a say about what goes on in my community.	0.681
Residents in my community are good at influencing each other.	0.690
I feel connected to this community.	0.895
I have a good bond with others in this community.	0.869

Table 13.

Unrotated Component Matrix

Items	Component
I feel a strong sense of belonging to the Verrado Assembly.	0.911
I feel as if the Verrado Assembly's problems are my own.	0.765
The Verrado Assembly has a great deal of personal meaning for me.	0.920
I enjoy discussing the Verrado Assembly with other people.	0.909
I feel like "part of the family" in the Verrado Assembly.	0.947
I have a strong emotional attachment with the Verrado Assembly.	0.947

Table 14.

Unrotated Component Matrix

Items	Component
I feel a strong sense of belonging to this community.	0.870
I feel as if the community's problems are my own.	0.848
This community has a great deal of personal meaning for me.	0.928
I enjoy discussing this community with other people.	0.903
I feel like "part of the family" in this community.	0.913
I have a strong emotional attachment with this community.	0.915

Table 15.

Unrotated Component Matrix

	Component	
Items	1	2
Improve the spaces used by the Verrado Assembly.	0.680	-
Persuade the government to provide better services to residents in the Verrado Assembly.	0.638	-
Get residents involved in the Verrado Assembly to help each other more.	0.762	0.537
Reduce any misconduct in the Verrado Assembly.	0.768	-
Get residents involved in the Verrado Assembly to know each other better.	0.677	0.539
Get information to residents involved in the Verrado Assembly about where to go for services they need.	0.729	0.422
Residents involved in the Verrado Assembly are willing to help others in this association.	0.759	-
Residents involved in the Verrado Assembly make it a "close-knit" group.	0.721	-
Residents involved in the Verrado Assembly can be trusted.	0.805	-
Residents involved in the Verrado Assembly generally get along with each other.	0.740	-0.522
Residents involved in the Verrado Assembly share the same values.	0.703	-0.524

Table 16.

Rotated Component Matrix

Items	Component	
	1	2
Improve the spaces used by the Verrado Assembly.	0.568	-
Persuade the government to provide better services to residents in the Verrado Assembly.	0.658	-
Get residents involved in the Verrado Assembly to help each other more.	0.920	-
Reduce any misconduct in the Verrado Assembly.	0.715	-
Get residents involved in the Verrado Assembly to know each other better.	0.860	-
Get information to residents involved in the Verrado Assembly about where to go for services they need.	0.815	-
Residents involved in the Verrado Assembly are willing to help others in this association.	-	0.704
Residents involved in the Verrado Assembly make it a "close-knit" group.	-	0.782
Residents involved in the Verrado Assembly can be trusted.	-	0.850
Residents involved in the Verrado Assembly generally get along with each other.	-	0.891
Residents involved in the Verrado Assembly share the same values.	-	0.867

Table 17.

Unrotated Component Matrix

Items	Component	
	1	2
Improve the spaces used by your community.	0.616	0.607
Persuade the government to provide better services to residents in your community.	0.589	0.670
Get residents in the community to help each other more.	0.839	-
Reduce any misconduct in your community.	0.695	-
Get residents in the community to know each other better.	0.828	-
Get information to residents in the community about where to go for services they need.	0.857	-
Residents in this community are willing to help others in this community.	0.827	-
This is a "close-knit" community.	0.845	-
Residents in this community can be trusted.	0.789	-
Residents in this community generally get along with each other.	0.843	-0.403
Residents in this community share the same values.	0.791	-

Table 18.

Rotated Component Matrix

Items	Component	
	1	2
Improve the spaces used by your community.	-	0.848
Persuade the government to provide better services to residents in your community.	-	0.886
Get residents in the community to help each other more.	0.639	0.551
Reduce any misconduct in your community.	-	0.655
Get residents in the community to know each other better.	0.613	0.571
Get information to residents in the community about where to go for services they need.	0.689	0.511
Residents in this community are willing to help others in this community.	0.818	-
This is a "close-knit" community.	0.823	-
Residents in this community can be trusted.	0.832	-
Residents in this community generally get along with each other.	0.923	-
Residents in this community share the same values.	0.817	-

Table 19.

Unrotated Component Matrix

Items	Component
You informally converse with residents you know from the Verrado Assembly.	0.845
You invite over residents you know from the Verrado Assembly.	0.845
Residents you know from the Verrado Assembly invite you over.	0.893
You offer help to residents you know from the Verrado Assembly.	0.937
You offer advice to a resident you know from the Verrado Assembly.	0.876
You discuss a problem in the Verrado Assembly with a resident you know from the Verrado Assembly.	0.793

Table 20.

Unrotated Component Matrix

Items	Component
You informally converse with residents in Verrado.	0.870
You invite over residents from Verrado.	0.857
Residents from Verrado have invited you over.	0.887
You offer help to residents in Verrado	0.863
You offer advice to a resident in Verrado.	0.846
You discuss a problem in Verrado with a resident.	0.905

Table 21.

Unrotated Component Matrix

Items	Component
You attend meetings hosted by the Verrado Assembly.	0.874
You speak up during meetings hosted by the Verrado Assembly.	0.869
You do work for the Verrado Assembly outside of meetings.	0.906
You attend an event or program hosted by the Verrado Assembly outside of a formal meeting.	0.816
You lead or plan a program or event hosted by the Verrado Assembly.	0.841

Table 22.

Unrotated Component Matrix

Items	Component
You attend a meeting in Verrado not hosted by the Verrado Assembly.	0.838
You speak up during meetings in Verrado not hosted by the Verrado Assembly.	0.842
You do work for Verrado not sponsored by the Verrado Assembly.	0.773
You attend an event or program in Verrado not hosted by the Verrado Assembly.	0.783
You lead or plan a program or event in Verrado not sponsored by the Verrado Assembly.	0.830

APPENDIX C

CORRELATION AND REGRESSION TABLES

Table 1.

Bivariate Correlations of Scales

Scales	Hygiene_Values	Hygiene_Satisfaction	Motivator_Values	Motivator_Satisfaction	Event_Satisfaction	Club_Satisfaction	Association_Satisfaction	Community_Satisfaction	Association_Efficacy	Community_Efficacy	Association_Neighboring	Community_Neighboring	Association_Participation	Community_Participation	SenseofAffiliation	SenseofAssCommitment	SenseofCommunity	SenseofCommunityCommit
Hygiene_Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Hygiene_Satisfaction	.369**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Motivator_Values	.459**	.425**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Motivator_Satisfaction	.246*	.711**	.414**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Event_Satisfaction	0.146	.713**	.450**	.632**	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Club_Satisfaction	0.212+	.522**	.294**	.486**	.572**	-	-	-	-	-	-	-	-	-	-	-	-	-
Association_Satisfaction	.276*	.731**	.302**	.652**	.708**	.632**	-	-	-	-	-	-	-	-	-	-	-	-
Community_Satisfaction	0.067	.541**	.352**	.426**	.680**	.485**	.513**	-	-	-	-	-	-	-	-	-	-	-
Association_Efficacy	.248*	.652**	.389**	.677**	.590**	.616**	.693**	.486**	-	-	-	-	-	-	-	-	-	-
Community_Efficacy	0.191+	.529**	.465**	.528**	.562**	.418**	.436**	.571**	.726**	-	-	-	-	-	-	-	-	-
Association_Neighboring	.237*	.436**	.354**	.446**	.440**	.348**	.301**	.371**	.495**	.561**	-	-	-	-	-	-	-	-
Community_Neighboring	0.138	0.187+	.335**	.294**	.317**	.253*	0.168	.328**	.367**	.548**	.416**	-	-	-	-	-	-	-
Association_Participation	.193+	.402**	.326**	.368**	.456**	.385**	.433**	.279*	.419**	.406**	.771**	.323**	-	-	-	-	-	-
Community_Participation	0.068	0.210+	.285**	.267*	.347**	.249*	0.195	.209x	.305**	.431**	.579**	.620**	.673**	-	-	-	-	-
SenseofAffiliation	.237*	.687**	.358**	.699**	.651**	.614**	.890**	.458**	.729**	.491**	.444**	.295**	.526**	.320**	-	-	-	-
SenseofAssCommitment	.255*	.661**	.380**	.661**	.636**	.631**	.810**	.449**	.745**	.559**	.519**	.340**	.609**	.366**	.917**	-	-	-
SenseofCommunity	0.128	.545**	.430**	.550**	.658**	.653**	.614**	.775**	.665**	.668**	.471**	.469**	.398**	.328**	.694**	.694**	-	-
SenseofCommunityCommit	0.118	.474**	.477**	.433**	.588**	.462**	.392**	.717**	.587**	.757**	.480**	.540**	.334**	.398**	.455**	.541**	.833**	-

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

+ Correlation is marginally significant at the 0.1 level (2-tailed)

Table 2.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.459[a]	0.211	0.201	4.76262

[a] Predictors: (Constant), Motivator_Values

Table 3.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	478.622	1	478.622	21.101	< .001[b]
	Residual	1791.921	79	22.683		
	Total	2270.543	80			

[a] DV: Hygiene_Values
[b] Predictors: (Constant), Motivator_Values

Table 4.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	24.163	3.109		7.773	< .001
	Motivator_Values	0.393	0.085	0.459	4.594	< .001

[a] DV: Hygiene_Values

Table 5.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.459[a]	0.211	0.201	5.56937

[a] Predictors: (Constant), Hygiene_Values

Table 6.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	654.505	1	654.505	21.101	< .001[b]
	Residual	2450.409	79	31.018		
	Total	3104.914	80			

[a] DV: Motivator_Values
[b] Predictors: (Constant), Hygiene_Values

Table 7.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	15.311	4.512		7.773	$< .001$
	Hygiene_Values	0.537	0.117	0.459	4.594	$< .001$

[a] DV: Motivator_Values

Table 8.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	R^2 Change	F Change	df1	df2	p
1	.369[a]	0.137	0.126	6.033	0.137	12.491	1	79	$< .001$
2	.468[b]	0.219	0.199	5.77345	0.083	8.263	1	78	$< .01$

[a] Predictors: (Constant), Hygiene_Values
[b] Predictors: (Constant), Hygiene_Values, Motivator_Values

Table 9.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	454.63	1	454.630	12.491	$< .01$[b]
	Residual	2875.37	79	36.397		
	Total	3330	80			
2	Regression	730.046	2	365.023	10.951	$< .001$[c]
	Residual	2599.954	78	33.333		
	Total	3330	80			

[a] DV: Hygiene_Satisfaction
[b] Predictors: (Constant), Hygiene_Values
[c] Predictors: (Constant), Hygiene_Values, Motivator_Values

Table 10.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	18.891	4.887		3.866	< .001
	Hygiene_Values	0.447	0.127	0.369	3.534	< .01
2	(Constant)	13.758	5.006		2.748	< .01
	Hygiene_Values	0.267	0.136	0.221	1.961	< .10
	Motivator_Values	0.335	0.117	0.324	2.874	< .01

[a] DV: Hygiene_Satisfaction

Table 11.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	R^2 Change	F Change	df1	df2	p
1	.414[a]	0.171	0.161	6.29494	0.171	16.319	1	79	< .001
2	.419[b]	0.175	0.154	6.31989	0.004	0.378	1	78	ns

[a] Predictors: (Constant), Motivator_Values
[b] Predictors: (Constant), Motivator_Values, Hygiene_Values

Table 12.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	646.659	1	646.659	16.319	< .001[b]
	Residual	3130.477	79	39.626		
	Total	3777.136	80			
2	Regression	661.741	2	330.87	8.284	< .01[c]
	Residual	3115.395	78	39.941		
	Total	3777.136	80			

[a] DV: Motivator_Satisfaction
[b] Predictors: (Constant), Motivator_Values
[c] Predictors: (Constant), Motivator_Values, Hygiene_Values

Table 13.

Coefficients[a]

Model		B	Std. Error	Beta	*t*	*p*
1	(Constant)	17.027	4.109		4.144	< .001
	Motivator_Values	0.456	0.113	0.414	4.040	< .001
2	(Constant)	14.81	5.480		2.703	< .01
	Motivator_Values	0.420	0.128	0.381	3.292	< .01
	Hygiene_Values	0.092	0.149	0.071	0.615	ns

[a] DV: Motivator_Satisfaction

Table 14.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.711[a]	0.505	0.499	4.56836

[a] Predictors: (Constant), Motivator_Satisfaction

Table 15.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	*F*	*p*
1	Regression	1681.274	1	1681.274	80.56	< .001[b]
	Residual	1648.726	79	20.87		
	Total	3330	80			

[a] DV: Hygiene_Satisfaction
[b] Predictors: (Constant), Motivator_Satisfaction

Table 16.

Coefficients[a]

Model		B	Std. Error	Beta	*t*	*p*
1	(Constant)	13.728	2.533		5.420	< .001
	Motivator_Satisfaction	0.667	0.074	0.711	8.975	< .001

[a] DV: Hygiene_Satisfaction

Table 17.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.711[a]	0.505	0.499	4.86541

[a] Predictors: (Constant), Hygiene_Satisfaction

Table 18.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1907.027	1	1907.027	80.56	$< .001$[b]
	Residual	1870.109	79	23.672		
	Total	3777.136	80			

[a] DV: Motivator_Satisfaction
[b] Predictors: (Constant), Hygiene_Satisfaction

Table 19.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	6.139	3.083		1.991	ns
	Hygiene_Satisfaction	0.757	0.084	0.711	8.975	$< .001$

[a] DV: Motivator_Satisfaction

Table 20.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.769[a]	0.592	0.571	1.92488

[a] Predictors: (Constant), Motivator_Satisfaction,
Hygiene_Values, Motivator_Values, Hygiene_Satisfaction

Table 21.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	408.63	4	102.158	27.572	< .001[b]
	Residual	281.592	76	3.705		
	Total	690.222	80			

[a] DV: Event_Satisfaction
[b] Predictors: (Constant), Motivator_Satisfaction, Hygiene_Values, Motivator_Values, Hygiene_Satisfaction

Table 22.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	5.898	1.763		3.346	< .01
	Hygiene_Values	-0.118	0.047	-0.214	-2.520	< .05
	Hygiene_Satisfaction	0.253	0.050	0.556	5.090	< .001
	Motivator_Values	0.110	0.042	0.232	2.625	< .05
	Motivator_Satisfaction	0.083	0.045	0.193	1.821	< .1

[a] DV: Event_Satisfaction

Table 23.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.607[a]	0.368	0.326	2.9665

[a] Predictors: (Constant), Event_Satisfaction, Hygiene_Values, Motivator_Values, Motivator_Satisfaction, Hygiene_Satisfaction

Table 24.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	384.879	5	76.976	8.747	< .001[b]
	Residual	660.01	75	8.800		
	Total	1044.889	80			

[a] DV: Club_Satisfaction
[b] Predictors: (Constant), Event_Satisfaction, Hygiene_Values, Motivator_Values, Motivator_Satisfaction, Hygiene_Satisfaction

Table 25.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	1.072	2.910		0.368	ns
	Hygiene_Values	0.063	0.075	0.093	0.839	ns
	Hygiene_Satisfaction	0.065	0.089	0.116	0.730	ns
	Motivator_Values	-0.022	0.067	-0.038	-0.330	ns
	Motivator_Satisfaction	0.075	0.072	0.142	1.047	ns
	Event_Satisfaction	0.496	0.177	0.403	2.804	< .01

[a] DV: Club_Satisfaction

Table 26.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.823[a]	0.677	0.651	2.50568

[a] Predictors: (Constant), Club_Satisfaction, Event_Satisfaction, Hygiene_Values, Motivator_Values, Motivator_Satisfaction, Hygiene_Satisfaction

Table 27.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	973.395	6	162.232	25.84	< .001[b]
	Residual	464.605	74	6.278		
	Total	1438	80			

[a] DV: Association_Satisfaction
[b] Predictors: (Constant), Club_Satisfaction, Event_Satisfaction, Hygiene_Values, Motivator_Values, Motivator_Satisfaction, Hygiene_Satisfaction

Table 28.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	-6.738	2.46		-2.739	< .01
	Hygiene_Values	0.078	0.064	0.098	1.220	ns
	Hygiene_Satisfaction	0.191	0.075	0.290	2.536	< .05
	Motivator_Values	-0.100	0.057	-0.146	-1.755	< .1
	Motivator_Satisfaction	0.105	0.061	0.170	1.722	< .1
	Event_Satisfaction	0.441	0.157	0.306	2.810	< .01
	Club_Satisfaction	0.288	0.098	0.245	2.950	< .01

[a] DV: Association_Satisfaction

Table 29.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	R^2 Change	F Change	df1	df2	p
1	.651[a]	0.423	0.416	5.94844	0.423	57.961	1	79	< .001
2	.714[b]	0.51	0.498	5.51625	0.087	13.864	1	78	< .001
3	.893[c]	0.797	0.789	3.57197	0.287	109.023	1	77	< .001

[a] Predictors: (Constant), Event_Satisfaction
[b] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction
[c] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction, Association_Satisfaction

Table 30.

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F		p
1	2050.892	1	2050.892	57.961	2050.892	< .001[b]
	2795.33	79	35.384		2795.33	
	4846.222	80			4846.222	
2	2472.758	2	1236.379	40.632	2472.758	< .001[c]
	2373.464	78	30.429		2373.464	
	4846.222	80			4846.222	
3	3863.782	3	1287.927	100.943	3863.782	< .001[d]
	982.44	77	12.759		982.44	
	4846.222	80			4846.222	

[a] DV: SenseofAffiliation
[b] Predictors: (Constant), Event_Satisfaction
[c] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction
[d] Predictors: Event_Satisfaction, Club_Satisfaction, Association_Satisfaction

Table 31.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	-3.475	3.947		-0.88	ns
	Event_Satisfaction	1.724	0.226	0.651	7.613	< .001
2	(Constant)	-6.534	3.751		-1.742	ns
	Event_Satisfaction	1.179	0.256	0.445	4.608	< .001
	Club_Satisfaction	0.774	0.208	0.36	3.723	< .001
3	(Constant)	-0.615	2.494		-0.247	ns
	Event_Satisfaction	0.052	0.198	0.02	0.262	ns
	Club_Satisfaction	0.176	0.146	0.082	1.202	ns
	Association_Satisfaction	1.514	0.145	0.825	10.441	< .001

[a] DV: SenseofAffiliation

Table 32.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	R^2 Change	F Change	df1	df2	*p*
1	.636[a]	0.404	0.397	5.04503	0.404	53.624	1	79	< .001
2	.714[b]	0.51	0.498	4.60304	0.106	16.9	1	78	< .001
3	.826[c]	0.683	0.671	3.72808	0.173	41.909	1	77	< .001

[a] Predictors: (Constant), Event_Satisfaction
[b] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction
[c] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction, Association_Satisfaction

Table 33.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	*p*
1	Regression	1364.85	1	1364.85	53.624	< .001[b]
	Residual	2010.73	79	25.452		
	Total	3375.58	80			
2	Regression	1722.917	2	861.459	40.658	< .001[c]
	Residual	1652.663	78	21.188		
	Total	3375.58	80			
3	Regression	2305.391	3	768.464	55.291	< .001[d]
	Residual	1070.19	77	13.899		
	Total	3375.58	80			

[a] DV: SenseofAssCommitment
[b] Predictors: (Constant), Event_Satisfaction
[c] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction
[d] Predictors: Event_Satisfaction, Club_Satisfaction, Association_Satisfaction

Table 34.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	-5.339	3.347		-1.595	ns
	Event_Satisfaction	1.406	0.192	0.636	7.323	$< .001$
2	(Constant)	-8.157	3.13		-2.606	$< .05$
	Event_Satisfaction	0.904	0.214	0.409	4.236	$< .001$
	Club_Satisfaction	0.713	0.174	0.397	4.111	$< .001$
3	(Constant)	-4.327	2.603		-1.662	ns
	Event_Satisfaction	0.175	0.206	0.079	0.848	ns
	Club_Satisfaction	0.326	0.153	0.181	2.135	$< .05$
	Association_Satisfaction	0.98	0.151	0.64	6.474	$< .001$

[a] DV: SenseofAssCommitment

Table 35.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	R^2 Change	F Change	df1	df2	p
1	.590[a]	0.349	0.340	6.08496	0.349	42.289	1	79	$< .001$
2	.681[b]	0.464	0.450	5.55778	0.115	16.698	1	78	$< .001$
3	.735[c]	0.541	0.523	5.17457	0.077	12.981	1	77	$< .01$

[a] Predictors: (Constant), Event_Satisfaction
[b] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction
[c] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction, Association_Satisfaction

Table 36.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1565.804	1	1565.804	42.289	< .001[b]
	Residual	2925.11	79	37.027		
	Total	4490.914	80			
2	Regression	2081.582	2	1040.791	33.695	< .001[c]
	Residual	2409.332	78	30.889		
	Total	4490.914	80			
3	Regression	2429.151	3	809.717	30.240	< .001[d]
	Residual	2061.762	77	26.776		
	Total	4490.914	80			

[a] DV: Association_Efficacy
[b] Predictors: (Constant), Event_Satisfaction
[c] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction
[d] Predictors: Event_Satisfaction, Club_Satisfaction, Association_Satisfaction

Table 37.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	15.277	4.037		3.784	< .001
	Event_Satisfaction	1.506	0.232	0.590	6.503	< .001
2	(Constant)	11.894	3.779		3.147	< .01
	Event_Satisfaction	0.904	0.258	0.354	3.506	< .01
	Club_Satisfaction	0.856	0.21	0.413	4.086	< .001
3	(Constant)	14.853	3.613		4.111	< .001
	Event_Satisfaction	0.34	0.286	0.133	1.188	ns
	Club_Satisfaction	0.557	0.212	0.269	2.628	< .05
	Association_Satisfaction	0.757	0.21	0.428	3.603	< .01

[a] DV: Association Efficacy

Table 38.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.920[a]	0.846	0.842	3.09157

[a] Predictors: (Constant), Association_Efficacy, SenseofAssCommitment

Table 39.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	4100.714	2	2050.357	214.522	< .001[b]
	Residual	745.508	78	9.558		
	Total	4846.222	80			

[a] DV: SenseofAffiliation
[b] Predictors: (Constant), Association_Efficacy, SenseofAssCommitment

Table 40.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	2.775	2.027		1.369	ns
	SenseofAssCommitment	1.007	0.080	0.840	12.619	< .001
	Association_Efficacy	0.107	0.069	0.103	1.551	ns

[a] DV: SenseofAffiliation

Table 41.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.924[a]	0.854	0.850	2.5156

[a] Predictors: (Constant), Association_Efficacy, SenseofAffiliation

Table 42.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	2881.979	2	1440.989	227.708	< .001[b]
	Residual	493.601	78	6.328		
	Total	3375.58	80			

[a] DV: SenseofAssCommitment
[b] Predictors: (Constant), Association_Efficacy, SenseofAssCommitmen

Table 43.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	-4.402	1.593		-2.764	< .01
	SenseofAffiliation	0.667	0.053	0.799	12.619	< .001
	Association_Efficacy	0.141	0.055	0.162	2.567	< .05

[a] DV: SenseofAssCommitment

Table 44.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.754[a]	0.569	0.557	4.98404

[a] Predictors: (Constant), SenseofAffiliation, SenseofAssCommitment

Table 45.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	2553.345	2	1276.672	51.395	< .001[b]
	Residual	1937.569	78	24.841		
	Total	4490.914	80			

[a] DV: Association_Efficacy
[b] Predictors: (Constant), SenseofAffiliation, SenseofAssCommitment

Table 46.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	23.457	1.969		11.913	< .001
	SenseofAffiliation	0.279	0.18	0.29	1.551	ns
	SenseofAssCommitment	0.553	0.215	0.479	2.567	< .05

[a] DV: Association_Efficacy

Table 47.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.555[a]	0.308.308	0.2881 5.27988	5.27988

[a] Predictors: (Constant), Association_Efficacy, SenseofAffiliation, SenseofAssCommitment

Table 48.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	955.341	3	318.447	11.423	< .001[b]
	Residual	2146.536	77	27.877		
	Total	3101.877	80			

[a] DV: Association_Neighboring
[b] Predictors: (Constant), Association_Efficacy, SenseofAffiliation, SenseofAssCommitment

Table 49.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	4.788	3.503		1.367	ns
	SenseofAffiliation	-0.226	0.193	-0.282	-1.168	ns
	SenseofAssCommitment	0.552	0.238	0.576	2.322	< .05
	Association_Efficacy	0.226	0.120	0.272	1.883	< .1

[a] DV: Association_Neighboring

Table 50.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.616[a]	0.379	0.355	4.70593

[a] Predictors: (Constant), Association_Efficacy, SenseofAffiliation,
SenseofAssCommitment

Table 51.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1042.725	3	347.575	15.695	$< .001$[b]
	Residual	1705.225	77	22.146		
	Total	2747.951	80			

[a] DV: Association_Participation
[b] Predictors: (Constant), Association_Efficacy, SenseofAffiliation,
SenseofAssCommitment

Table 52.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	6.553	3.122		2.099	$< .05$
	SenseofAffiliation	-0.142	0.172	-0.189	-0.826	ns
	SenseofAssCommitment	0.746	0.212	0.827	3.521	$< .01$
	Association_Efficacy	-0.046	0.107	-0.059	-0.431	ns

[a] DV: Association_Participation

Table 53.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.530[a]	0.280	0.262	6.68606

[a] Predictors: (Constant), Association_Participation, Association_Neighboring

Table 54.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1359.354	2	679.677	15.204	< .001[b]
	Residual	3486.868	78	44.703		
	Total	4846.222	80			

[a] DV: SenseofAffiliation
[b] Predictors: (Constant), Association_Participation, Association_Neighboring

Table 55.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	14.942	2.369		6.308	< .001
	Association_Neighboring	0.118	0.189	0.094	0.624	ns
	Association_Participation	0.602	0.200	0.454	3.007	< .01

[a] DV: SenseofAffiliation

Table 56.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.614[a]	0.377	0.361	5.19144

[a] Predictors: (Constant), Association_Participation, Association_Neighboring

Table 57.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1273.399	2	636.699	23.624	< .001[b]
	Residual	2102.181	78	26.951		
	Total	3375.58	80			

[a] DV: SenseofAssCommitment
[b] Predictors: (Constant), Association_Participation, Association_Neighboring

Table 58.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	7.914	1.839		4.303	< .001
	Association_Neighboring	0.127	0.146	0.122	0.868	ns
	Association_Participation	0.571	0.156	0.515	3.673	< .001

[a] DV: SenseofAssCommitment

Table 59.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.498[a]	0.248	0.229	6.57881

[a] Predictors: (Constant), Association_Participation, Association_Neighboring

Table 60.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1115.011	2	557.505	12.881	< .001[b]
	Residual	3375.903	78	43.281		
	Total	4490.914	80			

[a] DV: Association_Efficacy
[b] Predictors: (Constant), Association_Participation, Association_Neighboring

Table 61.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	29.929	2.331		12.841	< .001
	Association_Neighboring	0.509	0.186	0.423	2.745	< .01
	Association_Participation	0.119	0.197	0.093	0.602	ns

[a] DV: Association_Efficacy

Table 62.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.771[a]	0.595	0.589	3.75555

[a] Predictors: (Constant), Association_Neighboring

Table 63.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1633.725	1	1633.725	115.833	$< .001$[b]
	Residual	1114.226	79	14.104		
	Total	2747.951	80			

[a] DV: Association_Participation
[b] Predictors: (Constant), Association_Neighboring

Table 64.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	1.500	1.320		1.137	ns
	Association_Neighboring	0.726	0.067	0.771	10.763	$< .001$

[a] DV: Association_Participation

Table 65.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.771[a]	0.595	0.589	3.99007

[a] Predictors: (Constant), Association_Participation

Table 66.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1844.142	1	1844.142	115.833	< .001[b]
	Residual	1257.734	79	15.921		
	Total	3101.877	80			

[a] DV: Association_Neighboring
[b] Predictors: (Constant), Association_Participation

Table 67.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	6.300	1.223		5.151	< .001
	Association_Participation	0.819	0.076	0.771	10.763	< .001

[a] DV: Association_Neighboring

Table 68.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	R^2 Change	F Change	df1	df2	p
1	.680[a]	0.462	0.455	1.94727	0.462	67.864	1	79	< .001
2	.690[b]	0.476	0.462	1.93445	0.014	2.051	1	78	ns
3	.690[c]	0.476	0.455	1.94697	0.000	0.000	1	77	ns

[a] Predictors: (Constant), Event_Satisfaction
[b] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction
[c] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction, Association_Satisfaction

Table 69.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F		p
1	257.331	1	257.331	67.864	257.331	$< .001$[b]
	299.558	79	3.792		299.558	
	556.889	80			556.889	
2	265.006	2	132.503	35.409	265.006	$< .001$[c]
	291.883	78	3.742		291.883	
	556.889	80			556.889	
3	265.007	3	88.336	23.303	265.007	$< .001$[d]
	291.882	77	3.791		291.882	
	556.889	80			556.889	

[a] DV: Community_Satisfaction
[b] Predictors: (Constant), Event_Satisfaction
[c] Predictors: (Constant), Event_Satisfaction, Club_Satisfaction
[d] Predictors: Event_Satisfaction, Club_Satisfaction, Association_Satisfaction

Table 70.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	7.877	1.292		6.097	$< .001$
	Event_Satisfaction	0.611	0.074	0.68	8.238	$< .001$
2	(Constant)	7.465	1.315		5.675	$< .001$
	Event_Satisfaction	0.537	0.09	0.598	5.986	$< .001$
	Club_Satisfaction	0.104	0.073	0.143	1.432	ns
3	(Constant)	7.461	1.36		5.488	$< .001$
	Event_Satisfaction	0.538	0.108	0.599	4.989	$< .001$
	Club_Satisfaction	0.105	0.08	0.144	1.314	ns
	Association_Satisfaction	-0.001	0.079	-0.002	-0.012	ns

[a] DV: Community_Satisfaction

Table 71.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	R^2 Change	F Change	df1	df2	p
1	.485[a]	0.235	0.225	2.32202	0.235	24.285	1	79	$< .001$
2	.554[b]	0.306	0.289	2.22529	0.071	8.017	1	78	$< .001$

[a] Predictors: (Constant), Club_Satisfaction
[b] Predictors: (Constant), Club_Satisfaction, Association_Satisfaction

Table 72.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	130.94	1	130.94	24.285	$< .001$[b]
	Residual	425.949	79	5.392		
	Total	556.889	80			
2	Regression	170.639	2	85.32	17.230	$< .01$[c]
	Residual	386.25	78	4.952		
	Total	556.889	80			

[a] DV: Community_Satisfaction
[b] Predictors: (Constant), Club_Satisfaction
[c] Predictors: (Constant), Club_Satisfaction, Association_Satisfaction

Table 73.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	12.693	1.181		10.752	$< .001$
	Club_Satisfaction	0.354	0.072	0.485	4.928	$< .001$
2	(Constant)	11.978	1.159		10.333	$< .001$
	Club_Satisfaction	0.195	0.089	0.267	2.198	$< .05$
	Association_Satisfaction	0.214	0.076	0.344	2.831	$< .01$

[a] DV: Community_Satisfaction

Table 74.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.694[a]	0.481	0.474	4.20492

[a] Predictors: (Constant), SenseofAffiliation

Table 75.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1294.752	1	1294.752	73.227	< .001[b]
	Residual	1396.829	79	17.681		
	Total	2691.580	80			

[a] DV: SenseofCommunity
[b] Predictors: (Constant), SenseofAffiliation

Table 76.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	18.657	1.647		11.328	< .001
	SenseofAffiliation	0.517	0.06	0.694	8.557	< .001

[a] DV: SenseofCommunity

Table 77.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.541[a]	0.293	0.284	4.29641

[a] Predictors: (Constant), SenseofAssCommitment

Table 78.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	603.284	1	603.284	32.682	$< .001$[b]
	Residual	1458.271	79	18.459		
	Total	2061.556	80			

[a] DV: SenseofCommunityCommit
[b] Predictors: (Constant), SenseofAssCommitment

Table 79.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	17.115	1.472		11.628	$< .001$
	SenseofAssCommitment	0.423	0.074	0.541	5.717	$< .001$

[a] DV: SenseofCommunityCommit

Table 80.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.726[a]	0.527	0.521	5.43622

[a] Predictors: (Constant), Association_Efficacy

Table 81.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	2598.783	1	2598.783	87.938	$< .001$[b]
	Residual	2334.649	79	29.553		
	Total	4933.432	80			

[a] DV: Community_Efficacy
[b] Predictors: (Constant), Association_Efficacy

Table 82.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	10.899	3.393		3.212	$< .01$
	Association_Efficacy	0.761	0.081	0.726	9.378	$< .001$

[a] DV: Community_Efficacy

Table 83.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.416[a]	0.173	0.162	5.53254

[a] Predictors: (Constant), Association_Neighboring

Table 84.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	505.022	1	505.022	16.499	$< .001$[b]
	Residual	2418.114	79	30.609		
	Total	2923.136	80			

[a] DV: Community_Neighboring
[b] Predictors: (Constant), Association_Neighboring

Table 85.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	15.125	1.944		7.780	$< .001$
	Association_Neighboring	0.403	0.099	0.416	4.062	$< .001$

[a] DV: Community_Neighboring

Table 86.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.673[a]	0.453	0.446	3.95294

[a] Predictors: (Constant), Association_Participation

Table 87.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1023.789	1	1023.789	65.519	$< .001$[b]
	Residual	1234.433	79	15.626		
	Total	2258.222	80			

[a] DV: Community_Participation
[b] Predictors: (Constant), Association_Participation

Table 88.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	6.008	1.212		4.958	$< .001$
	Association_Participation	0.61	0.075	0.673	8.094	$< .001$

[a] DV: Community_Participation

Table 89.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.752[a]	0.565	0.536	3.95145

[a] Predictors: (Constant), Association_Participation, Association_Efficacy, SenseofAffiliation, Association_Neighboring, SenseofAssCommitment

Table 90.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1520.533	5	304.107	19.477	< .001[b]
	Residual	1171.047	75	15.614		
	Total	2691.58	80			

[a] DV: SenseofCommunity
[b] Predictors: (Constant), Association_Participation, Association_Efficacy, SenseofAffiliation, Association_Neighboring, SenseofAssCommitment

Table 91.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	13.637	2.696		5.059	< .001
	SenseofAffiliation	0.23	0.146	0.309	1.575	ns
	SenseofAssCommitment	0.205	0.192	0.23	1.072	ns
	Association_Efficacy	0.174	0.095	0.224	1.828	< .1
	Association_Neighboring	0.236	0.119	0.254	1.993	< .05
	Association_Participation	-0.193	0.133	-0.195	-1.448	ns

[a] DV: SenseofCommunity

Table 92.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.664[a]	0.441	0.404	3.91924

[a] Predictors: (Constant), Association_Participation, Association_Efficacy, SenseofAffiliation, Association_Neighboring, SenseofAssCommitment

Table 93.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	909.525	5	181.905	11.842	< .001[b]
	Residual	1152.030	75	15.360		
	Total	2061.556	80			

[a] DV: SenseofCommunityCommit
[b] Predictors: (Constant), Association_Participation, Association_Efficacy, SenseofAffiliation, Association_Neighboring, SenseofAssCommitment

Table 94.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	10.869	2.674		4.065	< .001
	SenseofAffiliation	-0.219	0.145	-0.336	-1.513	ns
	SenseofAssCommitment	0.441	0.19	0.564	2.319	< .05
	Association_Efficacy	0.228	0.094	0.337	2.422	< .05
	Association_Neighboring	0.302	0.118	0.370	2.568	< .05
	Association_Participation	-0.225	0.132	-0.260	-1.708	ns

[a] DV: SenseofCommunityCommit

Table 95.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.774[a]	0.598	0.572	5.13966

[a] Predictors: (Constant), Association_Participation, Association_Efficacy, SenseofAffiliation, Association_Neighboring, SenseofAssCommitment

Table 96.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	2952.221	5	590.444	22.352	< .001[b]
	Residual	1981.211	75	26.416		
	Total	4933.432	80			

[a] DV: Community_Efficacy
[b] Predictors: (Constant), Association_Participation, Association_Efficacy, SenseofAffiliation, Association_Neighboring, SenseofAssCommitment

Table 97.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	11.295	3.506		3.222	< .01
	SenseofAffiliation	-0.283	0.19	-0.28	-1.489	ns
	SenseofAssCommitment	0.294	0.249	0.243	1.18	ns
	Association_Efficacy	0.662	0.124	0.632	5.353	< .001
	Association_Neighboring	0.43	0.154	0.341	2.789	< .01
	Association_Participation	-0.165	0.173	-0.123	-0.952	ns

[a] DV: Community_Efficacy

Table 98.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.458[a]	0.210	0.157	5.54858

[a] Predictors: (Constant), Association_Participation, Association_Efficacy, SenseofAffiliation, Association_Neighboring, SenseofAssCommitment

Table 99.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	614.130	5	122.826	3.990	< .001[b]
	Residual	2309.006	75	30.787		
	Total	2923.136	80			

[a] DV: Community_Neighboring
[b] Predictors: (Constant), Association_Participation, Association_Efficacy, SenseofAffiliation, Association_Neighboring, SenseofAssCommitment

Table 100.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	10.712	3.785		2.83	< .01
	SenseofAffiliation	-0.078	0.205	-0.100	-0.378	ns
	SenseofAssCommitment	0.142	0.269	0.153	0.529	ns
	Association_Efficacy	0.148	0.134	0.184	1.109	ns
	Association_Neighboring	0.314	0.166	0.323	1.887	< .1
	Association_Participation	-0.045	0.187	-0.044	-0.242	ns

[a] DV: Community_Neighboring

Table 101.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.686[a]	0.47	0.435	3.99497

[a] Predictors: (Constant), Association_Participation, Association_Efficacy, SenseofAffiliation, Association_Neighboring, SenseofAssCommitment

Table 102.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1061.239	5	212.248	13.299	< .001[b]
	Residual	1196.984	75	15.960		
	Total	2258.222	80			

[a] DV: Community_Participation
[b] Predictors: (Constant), Association_Participation, Association_Efficacy, SenseofAffiliation, Association_Neighboring, SenseofAssCommitment

Table 103.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	4.212	2.725		1.545	ns
	SenseofAffiliation	0.021	0.148	0.03	0.139	ns
	SenseofAssCommitment	-0.145	0.194	-0.177	-0.746	ns
	Association_Efficacy	0.061	0.096	0.087	0.638	ns
	Association_Neighboring	0.111	0.120	0.13	0.928	ns
	Association_Participation	0.57	0.134	0.628	4.238	< .001

[a] DV: Community_Participation

Table 104.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.775[a]	0.601	0.596	3.68887

[a] Predictors: (Constant), Community_Satisfaction

Table 105.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1616.569	1	1616.569	118.798	$< .001^b$
	Residual	1075.011	79	13.608		
	Total	2691.580	80			

[a] DV: SenseofCommunity
[b] Predictors: (Constant), Community_Satisfaction

Table 106.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	0.874	2.901		0.301	ns
	Community_Satisfaction	1.704	0.156	0.775	10.899	$< .001$

[a] DV: SenseofCommunity

Table 107.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	$.717^a$	0.513	0.507	3.56322

[a] Predictors: (Constant), Community_Satisfaction

Table 108.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1058.528	1	1058.528	83.371	$< .001^b$
	Residual	1003.027	79	12.697		
	Total	2061.556	80			

[a] DV: SenseofCommunityCommit
[b] Predictors: (Constant), Community_Satisfaction

Table 109.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	-0.253	2.802		-0.090	ns
	Community_Satisfaction	1.379	0.151	0.717	9.131	< .001

[a] DV: SenseofCommunityCommit

Table 110.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.571[a]	0.326	0.317	6.48996

[a] Predictors: (Constant), Community_Satisfaction

Table 111.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1605.986	1	1605.986	38.129	< .001[b]
	Residual	3327.447	79	42.120		
	Total	4933.432	80			

[a] DV: Community_Efficacy
[b] Predictors: (Constant), Community_Satisfaction

Table 112.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	11.013	5.103		2.158	< .05
	Community_Satisfaction	1.698	0.275	0.571	6.175	< .001

[a] DV: Community_Efficacy

Table 113.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.835[a]	0.698	0.690	3.23044

[a] Predictors: (Constant), Community_Efficacy, SenseofCommunityCommit

Table 114.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1877.591	2	938.795	89.959	< .001[b]
	Residual	813.989	78	10.436		
	Total	2691.580	80			

[a] DV: SenseofCommunity
[b] Predictors: (Constant), Community_Efficacy, SenseofCommunityCommit

Table 115.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	7.482	2.032		3.682	< .001
	SenseofCommunityCommit	0.878	0.109	0.768	8.058	< .001
	Community_Efficacy	0.064	0.070	0.086	0.903	ns

[a] DV: SenseofCommunity

Table 116.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.876[a]	0.767	0.761	2.48072

[a] Predictors: (Constant), SenseofCommunity, Community_Efficacy

Table 117.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1581.545	2	790.773	128.498	< .001[b]
	Residual	480.010	78	6.154		
	Total	2061.556	80			

[a] DV: SenseofCommunityCommit
[b] Predictors: (Constant), SenseofCommunity, Community_Efficacy

Table 118.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	-1.464	1.682		-0.870	ns
	Community_Efficacy	0.234	0.047	0.362	4.936	< .001
	SenseofCommunity	0.518	0.064	0.591	8.058	< .001

[a] DV: SenseofCommunityCommit

Table 119.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.760[a]	0.578	0.567	5.16799

[a] Predictors: (Constant), SenseofCommunityCommit, SenseofCommunity

Table 120.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	2850.201	2	1425.100	53.358	< .001[b]
	Residual	2083.231	78	26.708		
	Total	4933.432	80			

[a] DV: Community_Efficacy
[b] Predictors: (Constant), SenseofCommunityCommit, SenseofCommunity

Table 121.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	11.49	3.273		3.511	< .01
	SenseofCommunity	0.163	0.180	0.12	0.903	ns
	SenseofCommunityCommit	1.016	0.206	0.657	4.936	< .001

[a] DV: Community_Efficacy

Table 122.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.581[a]	0.338	0.312	5.0149

[a] Predictors: (Constant), Community_Efficacy, SenseofCommunity, SenseofCommunityCommit

Table 123.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	986.642	3	328.881	13.077	< .001[b]
	Residual	1936.494	77	25.149		
	Total	2923.136	80			

[a] DV: Community_Neighboring
[b] Predictors: (Constant), Community_Efficacy, SenseofCommunity, SenseofCommunityCommit

Table 124.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	3.086	3.418		0.903	ns
	SenseofCommunity	0.023	0.176	0.022	0.132	ns
	SenseofCommunityCommit	0.329	0.229	0.276	1.436	ns
	Community_Efficacy	0.25	0.11	0.325	2.274	< .05

[a] DV: Community_Neighboring

Table 125.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.446[a]	0.199	0.167	4.848

[a] Predictors: (Constant), Community_Efficacy, SenseofCommunity, SenseofCommunityCommit

Table 126.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	448.486	3	149.495	6.361	< .001[b]
	Residual	1809.737	77	23.503		
	Total	2258.222	80			

[a] DV: Community_Participation
[b] Predictors: (Constant), Community_Efficacy, SenseofCommunity, SenseofCommunityCommit

Table 127.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	2.408	3.304		0.729	ns
	SenseofCommunity	-0.046	0.170	-0.050	-0.272	ns
	SenseofCommunityCommit	0.217	0.221	0.207	0.98	ns
	Community_Efficacy	0.208	0.106	0.308	1.961	< .1

[a] DV: Community_Participation

Table 128.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.620[a]	0.384	0.376	4.19545

[a] Predictors: (Constant), Community_Neighboring

Table 129.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	867.682	1	867.682	49.295	< .001[b]
	Residual	1390.541	79	17.602		
	Total	2258.222	80			

[a] DV: Community_Participation
[b] Predictors: (Constant), Community_Neighboring

Table 130.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	2.826	1.816		1.556	ns
	Community_Neighboring	0.545	0.078	0.620	7.021	< .001

[a] DV: Community_Participation

Table 131.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.620[a]	0.384	0.376	4.77331

[a] Predictors: (Constant), Community_Participation

Table 132.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1123.163	1	1123.163	49.295	< .001[b]
	Residual	1799.973	79	22.784		
	Total	2923.136	80			

[a] DV: Community_Neighboring
[b] Predictors: (Constant), Community_Participation

Table 133.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	11.934	1.611		7.406	$< .001$
	Community_Participation	0.705	0.1	0.620	7.021	$< .001$

[a] DV: Community_Neighboring

Table 134.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.471[a]	0.222	0.202	5.18096

[a] Predictors: (Constant), Community_Participation, Community_Neighboring

Table 135.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	597.88	2	298.94	11.137	$< .001$[b]
	Residual	2093.7	78	26.842		
	Total	2691.58	80			

[a] DV: SenseofCommunity
[b] Predictors: (Constant), Community_Participation, Community_Neighboring

Table 136.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	21.81	2.277		9.580	$< .001$
	Community_Neighboring	0.414	0.122	0.432	3.392	$< .01$
	Community_Participation	0.066	0.139	0.060	0.473	ns

[a] DV: SenseofCommunity

Table 137.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.546[a]	0.298	0.28	4.3062

[a] Predictors: (Constant), Community_Participation, Community_Neighboring

Table 138.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	615.174	2	307.587	16.587	< .001[b]
	Residual	1446.381	78	18.543		
	Total	2061.556	80			

[a] DV: SenseofCommunityCommit
[b] Predictors: (Constant), Community_Participation, Community_Neighboring

Table 139.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	14.535	1.892		7.681	< .001
	Community_Neighboring	0.400	0.101	0.477	3.943	< .001
	Community_Participation	0.098	0.115	0.103	0.850	ns

[a] DV: SenseofCommunityCommit

Table 140.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.561[a]	0.314	0.297	6.58612

[a] Predictors: (Constant), Community_Participation, Community_Neighboring

Table 141.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	1550.033	2	775.016	17.867	< .001[b]
	Residual	3383.399	78	43.377		
	Total	4933.432	80			

[a] DV: Community_Efficacy
[b] Predictors: (Constant), Community_Participation, Community_Neighboring

Table 142.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	25.479	2.894		8.804	< .001
	Community_Neighboring	0.593	0.155	0.457	3.822	< .001
	Community_Participation	0.219	0.177	0.148	1.237	ns

[a] DV: Community Efficacy

Table 143.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.448[a]	0.201	0.180	5.84188

[a] Predictors: (Constant), Association_Participation, Association_Neighboring

Table 144.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	668.051	2	334.026	9.788	< .001[b]
	Residual	2661.949	78	34.128		
	Total	3330	80			

[a] DV: Hygiene_Satisfaction
[b] Predictors: (Constant), Association_Participation, Association_Neighboring

Table 145.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	27.347	2.07		13.213	< .001
	Association_Neighboring	0.323	0.165	0.311	1.958	< .1
	Association_Participation	0.178	0.175	0.162	1.017	ns

[a] DV: Hygiene_Satisfaction

Table 146.

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.447[a]	0.2	0.18	6.22371

[a] Predictors: (Constant), Association_Participation, Association_Neighboring

Table 147.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	755.842	2	377.921	9.757	< .001[b]
	Residual	3021.294	78	38.735		
	Total	3777.136	80			

[a] DV: Motivator_Satisfaction
[b] Predictors: (Constant), Association_Participation, Association_Neighboring

Table 148.

Coefficients[a]

Model		B	Std. Error	Beta	t	p
1	(Constant)	24.144	2.205		10.95	< .001
	Association_Neighboring	0.440	0.175	0.399	2.506	< .05
	Association_Participation	0.072	0.186	0.061	0.384	ns

[a] DV: Motivator_Satisfaction