

# The impact of allowing member participation in decision making for organizational governance: The case of professional associations

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## **Abstract**

Prior studies have greatly enhanced our understanding the relationship between professional associations and their members from various perspectives, including membership loyalty programs, membership development processes, and membership performance assessment. However, more research is needed to develop a deeper theoretical understanding of this relationship from long-term relationship management and customer value creation perspectives. With this backdrop, this paper, first, identifies three challenges in this relationship: reliance on transactional rather than long-term connections, the insufficient impact of ethical codes on relationship quality, and the diversity among members leading to conflicts and hindering responsiveness to market trends. Second, and to address these challenges, this paper proposes participatory decision-making (PDM) and empirically tests its strategic governance value in a typical member-professional association relationship.

**Subject Areas:** *CLV/Customer Equity, Customer Relationship Management and Customer Satisfaction*

**Track:** Relationship Marketing