



# Integrated Self-Determined Motivation and Charitable Causes: The Link to Eudaimonia in Humanistic Management

Ronald J. Ferguson<sup>1</sup> · Kaspar Schattke<sup>2</sup> · Michèle Paulin<sup>3</sup> · Weixiao Dong<sup>4</sup>

Received: 20 March 2023 / Accepted: 11 March 2024

© The Author(s), under exclusive licence to Springer Nature Switzerland AG 2024

## Abstract

This article explores the synthesis between the theories and practice of Humanistic Management and Self-Determination Theory of Motivation (SDT). Moving from Economicism to Humanistic Management involves considering human action as uniting internal and external dimensions, having ethics as a guide for a good life, viewing society as a community of people, and being open to beauty and transcendence. The recently elucidated 50-year legacy of SDT describes it as a truly human science of motivation that takes into consideration our attributes as persons, including our capacities for awareness and self-regulation. It also focuses on one's capacity for autonomy as it applies to individual functioning, interpersonal relationships, and societal interactions. SDT posits a continuum of motivational regulation ranging from amotivation through controlled to autonomous motivation. The current empirical study of Millennials' motivation to support local and global hunger charities based on social media communication employs the complete SDT continuum. Digitalization and globalization have fundamentally changed the nature of human communication. Millennials are central to the humanistic functioning of today's society. The study findings of the dominance of integrated personal value autonomy demonstrates the necessity of assessing the complete set of SDT motivations in various contexts and situations. Given that SDT and Humanistic Management investigations have mainly involved corporations, one must also be open to investigating the humanistic management of non-profit social and governmental organizations. The non-greenwashed triple sustainability values of corporate, social and environmental good are pertinent targets for Humanistic Management research and Practices.

**Keywords** Humanistic management · Self-determination motivation · Millennials · Online and offline hunger charity support · Non-and for-profit management

---

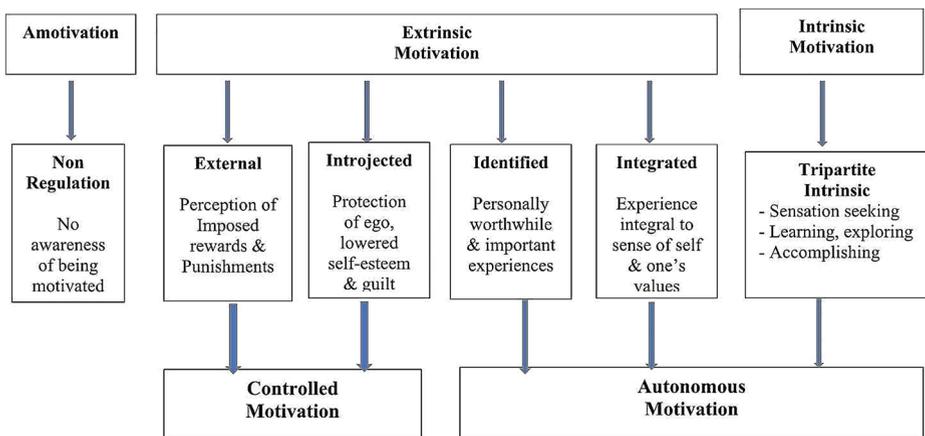
Extended author information available on the last page of the article

## Introduction

Humanistic Management is related to several theories that value highly human growth, potential, and dignity (Ferris 2013). This entails considering human action as uniting internal and external dimensions, having ethics understood as a guide for a good life, society viewed as a community of people, and being open to beauty and transcendence. (Domingo and Mele 2022). According to the Humanistic Management Center (2018); (a) humans deserve and rightfully expect our dignity to be respected under all circumstances (b) ethical consideration must form part and parcel of business decisions, and (c) it is essential to initiate and maintain an ongoing dialogue with stakeholders. Various theories of management and organizational studies still need to consider the human being in his or her integrity and, thus, fall short of being humanistic. Humanistic Management is often perceived as a movement away from an economic perspective, mainly involving profit-making corporations. One must also be open to viewing Humanistic Management principles as crucial to their applications by non-profit social and governmental organizations (Ferguson et al. 2021).

The current article proposes that the Self-Determination Theory of Motivation (SDT) is highly compatible with Humanistic Management theory and practices. This proposition is supported by the current empirical study conducted in the context of millennials' motivation to support local and global hunger charities based on Social Media Communication. Digitalization and globalization have fundamentally changed the nature of human communication (Entschew 2021). A recent review of the 50-year Legacy of the Self-Determination Theory of motivation (Ryan et al. 2021) has particularly focused on people's capacity for autonomy as it applies to their individual functioning, interpersonal relationships, and societal interactions. SDT posits a continuum of motivational regulation (Fig. 1) ranging from amotivation through controlled to autonomous motivation (Deci and Ryan 1985; 2000; Gagné and Deci 2005; Pelletier et al. 2013).

The lowest form of self-determination is amotivation where a person lacks intention or is not conscious of why he or she is doing an activity. Conceptually, self-determined motivation increases up a continuum moving from external, introjected, identified, integrated, and onto intrinsic regulation. Controlled motivation involves both external and introjected regu-



**Fig. 1** The complete self-determination theory motivational continuum

lation. External regulation occurs when behaviour is imposed on the person through implicit approval or punishment and rewards. Introjected regulation explains behaviour resulting from feelings of guilt, lowered self-esteem or attacks on ego. Autonomous motivation can be engendered regardless of whether the person perceives it to be intrinsically interesting or not (Vallerand 1997). Identified regulation of autonomous motivation describes experiences that are personally important and worthwhile. Integrated regulation of autonomous motivation occurs when a person's behaviour is experienced as an integral part of their sense of self, who they are, and what they value. Intrinsic motivation results from the inherently interesting characteristics within the behaviour.

Intrinsic motivation has been shown to involve three distinct constructs: to experience stimulation, acquire knowledge, and accomplish tasks (Ferguson et al. 2015; Vallerand et al. 1989; Vallerand et al. 1993). Carboneau et al. (2012) described this as the Tripartite Model in which the intrinsic motivation to experience stimulation is seeking sensations, excitement, or aesthetic enjoyment; the intrinsic motivation to know is doing an activity for the pleasure and satisfaction of learning, exploring, or understanding something new and; the intrinsic motivation toward accomplishment is deriving pleasure and satisfaction from attempting to surpass oneself or engaging in the process of accomplishing or creating something. The authors report that exploratory and confirmatory factor analyses in several contexts (education, work, leisure, and sports) demonstrate that the three dimensions of intrinsic motivation, although related, are distinct constructs.

Global, contextual, and situational factors can influence the effect of the continuum of SDT motivational regulations (Vallerand 1997). Over the last three decades, substantial research has indicated that the social context can diminish or enhance autonomous motivation (Moller et al. 2006). For example, managers but also coworkers can act in an autonomy supportive or thwarting way, which fosters or impedes intrinsic motivation, respectively (Jungert et al. 2013, 2021). In this respect, a significant portion of SDT development and research application has involved the context of employee work motivation in organizational behaviour (Howard et al. 2018, 2020). This includes employee well-being, attitudes, and organizational citizenship behaviour. A recent meta-analysis (van den Broeck et al. 2021) of employee motivation described the added value of assessing the majority of the SDT's types of motivation in predicting organizational behaviour and examined SDT's core proposition that increased self-determined types of motivation should have increasingly positive outcomes. Intrinsic motivation was found to be the most important type of motivation for employee well-being, attitudes, and behaviour, whereas identified regulation was stronger in predicting performance and organizational citizenship behaviour. Also, introjection regulation could have both positive and negative effects, whereas external regulation had limited associations with employee behaviour. Amotivation only had negative consequences.

However, it must be recognized that the above research regarding the influence of SDT motivational regulations only in the context of employee organizational behaviour has, in most studies, yet to include integrated motivation. This has been justified by the findings that in the context of motivation in organizational behaviours, there has been no significant difference between integrated and identified types of regulation. This may explain why only a few studies in other areas have assessed both identified and integrated constructs in the assessment of autonomous motivation (Amiot and Sansfaçon 2011; Ferguson et al. 2015; Pelletier et al. 2013; Schattke et al. 2018). Also, research in the above context of organizational behaviour did not include the Tripartite Model of intrinsic motivation. Most impor-

tantly, there is a recent call to expand SDT research to studying the effects of the complete SDT motivational regulations (Carbonneau et al. 2012; Ferguson et al. 2015; Miquelon and Castonguay 2017; Schattke et al. 2018). The importance of assessing the effects of the complete set of SDT regulations has been shown in the context of non-profit social behaviour, particularly regarding motivations in support of charitable causes.

## The Empirical Study

The present research clearly aligns with the concept of integrating humanistic behaviour through two of the UNESCO Sustainable Development Goals developed by the people and for the people. It addresses the global Zero Hunger Goal by comparing the context of global and local support for hunger charities and b) the Quality Education Goal by applying the complete continuum of Self-Determination Motivation in situations assessing factors that trigger Millennials' online and offline charity support following others-versus-self social media persuasions. Charities and non-profit organizations are important to our society as they provide essential services and job opportunities, complement public service and boost economic development. However, charities encounter an unprecedented crisis because of the competition of limited resources and funds with for-profit companies, and other local, and international charities (White and Pelozo 2009). Also, as a result of the Covid-19 pandemic, communication via digital media has become more present than ever (Entschew 2021). Subsequently, donations, giving time, and participating in non-profit organization growth" has been difficult with the lockdown and social regulations imposed in many countries.

For this reason, most charities and non-profit organizations have added the persuasion of their services to social media to reach more supporters and maintain daily operations (Jensen 2020). In the fierce market competition, charities have become "special business-like organizations;" thus, they must embrace humanistic management and marketing-oriented strategies to promote themselves effectively (Andreasen and Kotler 2014; González et al. 2002). Rob and Joseph (2016) demonstrated that multimedia-related content (e.g., photos, videos, images) results in greater charitable donations. Compared to the traditional charitable model, social media charity persuasions highlight timely information and online spread ability, strengthening explanatory capacity and publicity (Salido-Andres et al. 2021). This humanistic management perspective allows positive for- and non-profit managers of change to engage mindfully with the world around us providing solutions to large social and environmental problems.

A majority of the active participants on social media platforms are the younger generation of Millennials who, as early adopters of the internet account for a large proportion of this activity and can be regarded as a distinct group (Bolton et al. 2013; Ferguson et al. 2015; Schattke et al. 2018). Millennials have higher passions to engage in charitable events, especially to dedicate their time and energies to making positive contributions and changing the world (Paulin et al. 2014a; b; Reed et al. 2007). Helping via social media platforms is a novel research topic. We need to know more about the motivation of millennials to respond and engage in online prosocial and social well-being. Online persuasion can supplement offline support with the addition of other ways of stimulating societal contributions. Thus, it is necessary to investigate Millennials' motivations in the context of support of charitable causes, especially in various situations of social media stimuli.

## Method

**Participants and Procedures:** The participants in this research were students at a Canadian university business school with 7500 undergraduate students, approximately 1500 of whom are in their first year. First-year students gain 2% of their compulsory course grade by participating in research projects. Historically, over 65% of first-year students do participate in these projects. No monetary or other incentives for participation are offered. The sample of Millennial students in this study involved a total of  $N=198$  students ( $n=109$  women;  $n=88$  men;  $n=1$  preferred not to say) of whom 183 (92.4%) were younger than 25 years, while the remaining 15 participants (7.6%) other were between 26 and 40 years old. Given the social media context of the study, students participated in online platforms. Four participants had technical issues during the online study and 14 experienced distractions. Therefore, we excluded those participants from further analyses to ensure data quality.

Participants were assigned randomly to one of four different situations, each of which presented a social media promotional video and an online poster. Two situations included self-and-others benefit promotions of a Local hunger charity and two situations included self-and-others benefit promotions of a Global hunger charity. The Local promotions were for the “Food Bank Canada,” a food charity for preventing hunger, and how this was important to the community, especially during critical times. The Global promotions were for the “Global Citizen,” an organization encouraging citizens to help solve issues describing the serious hunger in the world and calling for everyone to join the movement. The self-benefit poster mentioned that the result of their contributions will be to “build your resume by developing and practicing job skills, enjoy networking opportunities and meeting new people, give yourself a reason to be happy” and, in the end, mentioned that “You feel valued!” The others-benefit poster listed the results of contributions to “help those less fortunate, help make the community a better place for everyone, give others a reason to be happy,” and “Others feel valued.” Out of the  $N=180$  participants included in the analyses,  $n=47$  was presented with the other/local situation,  $n=45$  the other/global situation,  $n=47$  the self/global, and  $n=41$  the self/local situation.

**Measures:** The independent variable predictors included the complete SDT continuum regulation scales introduced with the question, “Why would you engage in supporting this charitable cause?” Participants self-reported their motivations including external regulation ( $\alpha=0.87$ ), introjected regulation ( $\alpha=0.86$ ), identified regulation ( $\alpha=0.83$ ), integrated regulation ( $\alpha=0.88$ ), and the three dimensions of intrinsic motivation. The three dimensions of Tripartite intrinsic motivation include: to experience stimulation ( $\alpha=0.88$ ) as a positive sensorial experience (e.g., excitement, enjoyment), to acquire knowledge ( $\alpha=0.91$ ) as the desire for novel things and, to accomplish ( $\alpha=0.89$ ) is related to self-surpass and new achievements. Each set of the scale includes four items and thus 28 items were measured.

Dependent variables included online and offline supportive intentions about preventing hunger, which was assessed with five-point Likert scales ranging from strongly disagree to strongly agree. Online support was measured with five items including “respond that I like some of the postings,” “post my comments online to the charity,” “share it with my friends and others in my network,” and “share some of the videos, pictures and links of the charity.” Offline support was assessed by three items including “make a monetary donation,” become a volunteer,” and “join the organizing committee.” The internal consistency for online intentions was good ( $\alpha=0.85$ ) and that for offline intentions was acceptable ( $\alpha=0.75$ ).

## Results

The relatively strong correlation ( $r(180)=0.48$ ,  $p<.001$ ) between online and offline intentions support indicates that both are related, yet distinct constructs. Table 1 shows the means, standard deviations, and correlations of the SDT Motivational Regulation continuum with online and offline supportive intentions for all four experimental Charitable Situations (Local/Other; Global/Other; Local/Self; Global/Self). Integrated regulation showed the strongest correlations with online and offline support across all four situations. On the other hand, identified regulation was only significantly correlated with online and offline intentions for the Local/Self and Other/Self situations. The Tripartite intrinsic motivations to experience stimulation, gain knowledge and accomplish or create something were significantly and somewhat closely correlated with both online and offline charity support with the Local/Self/ and Global/Self situations. This was not at all the case for the Local/Other and Global/Other situations. Finally, external regulation was positively correlated with online intentions in the Global/Self but negatively in the Global/Other situation. Combining the complete set of motivation regulation data from the four charitable situations simultaneously in a regression analysis, demonstrated that only integrated regulation significantly predicted online,  $b=0.37$ ,  $SE=0.09$ ,  $\beta=0.36$ ,  $p<.001$ , and offline intentions,  $b=0.47$ ,  $SE=0.09$ ,  $\beta=0.43$ ,  $p<.001$ .

## Discussion

As demonstrated by the empirical evidence in the current research, global, contextual and situational factors can influence the effect of the diverse continuum of SDT motivational regulations. Here, in the context of pro-social Global and Local hunger charity support, we see that following social media persuasions for Millennial business school students, the highly autonomous integrated SDT regulation was the significant motivation across each of the four situations. However, unlike the Global/Other and Local/Other situations, the Global/Self and Local/Self situations also demonstrated significant Tripartite Intrinsic motive correlations with the online and offline charitable supports. Note that identified regulation was significantly correlated with online and offline Global/Self and Local/Self in self situations but did not overtake the overall significance of integrated regulation.

These results are in line with previous research (Ferguson et al. 2015) where millennial participants' online and offline support of charitable events for the causes of breast cancer and homeless youth was assessed with the complete continuum of SDT regulations. Participants were exposed online to Facebook event pages appealing to helping others. When the often-omitted integrated autonomous regulation was included in the model, it was the strongest predictor of supportive intentions. Without integrated regulation in the model, the relatively minor influence of controlled introjected regulation would have been overestimated. Furthermore, intrinsic motivation to experience stimulation had a unique positive influence on online and offline supportive intentions. Such was not the case for the dimensions of learning or accomplishing. A similar study of the influence of the complete set of SDT regulations also included supporting a hospital charity associated with attendance at a for-profit women's fashion show (Schattke et al. 2018). Not only was integrated regulation dominant, but some significant motivation was found for introjected regulations (appeal to

**Table 1** Correlations of motivational regulations with online and offline support intentions by situation

Contexts	Other/Local (N=47)			Other/Global (N=45)			Self/Global (N=47)			Self/Local (N=41)						
	M	SD	On	Off	M	SD	On	Off	M	SD	On	Off				
1 External regulation	2.35	0.90	-0.22	-0.02	2.39	0.91	-0.31*	-0.25	2.44	0.94	0.31*	0.22	2.00	1.00	0.30	-0.11
2 Introjected regulation	2.25	0.72	-0.15	0.03	2.54	0.73	0.14	-0.18	2.38	0.94	0.12	0.11	2.00	0.99	0.29	0.21
3 Identified regulation	3.18	0.78	0.28	0.12	3.38	0.71	0.08	0.06	3.53	0.86	0.42**	0.60**	3.29	0.96	0.47**	0.48**
4 Integrated regulation	3.39	0.77	0.46**	0.43**	3.83	0.81	0.44**	0.36*	3.79	0.86	0.36*	0.66**	3.64	0.88	0.52**	0.53**
5 IM to experience	3.51	0.83	0.12	0.26	3.81	0.78	0.09	-0.06	3.75	1.01	0.34*	0.38**	3.57	0.83	0.28	0.46**
6 IM to know	3.47	0.77	0.18	-0.04	3.66	0.80	0.17	0.13	3.96	0.78	0.45**	0.43**	3.69	0.96	0.46**	0.52**
7 IM to achieve	3.15	0.85	0.09	0.14	3.22	0.90	-0.15	-0.13	3.52	0.95	0.25	0.33*	3.26	0.96	0.43**	0.36*

Note \* $p < .05$ , \*\* $p < .01$ . IM = intrinsic motivation. On = online support intentions, Off = offline support intentions

self-esteem, etc.). These findings in a social media context for charitable support highlight the importance of analysing the possible influence of the complete set of regulatory styles within the continuum.

The 50-year legacy of SDT, elucidated by Ryan et al. (2021), describes it as a truly human science of motivation that "... takes into consideration our attributes as persons, including our capacities for awareness and self-regulation, as well as vulnerabilities to defensiveness and control". The authors focused mainly on one's capacity for autonomy applying to individual functioning, interpersonal relationships, and societal interactions. Autonomy is central to relatedness, attachments, care, love, and prosocial behaviors. Vallerand (2021) emphasized that this SDT legacy document clearly posited the innate psychological needs of autonomy, competence, and relatedness. He also focused on how SDT's processes could "...apply to activities that people love, thereby leading to harmonious and obsessive forms of passion and how these affect the quality of people's life." SDT is an important example and application of humanistic management.

What must be recognized is the fact that global, contextual, and situational effects on life have and still are evolving rapidly for all generations. However, Millennials are central to the humanistic functioning of today's society. This generation is aware of the influence of global movements (e.g., climate change, ecological disturbance, imbalance of social and economic wealth, and significant movement of populations). In the post-COVID-19 society, they work with others in-person and remotely at home. They have specific political views on ecology, social medicine, and societal well-being, including the need for better housing, urban planning, co-working, and co-sharing expertise with many stakeholders within and outside organizations. These points relate to the fact that this generation needs to take an autonomous perspective in all aspects of their life. Given these current and future significant changes, it is imperative to investigate SDT motivation capacity for autonomy as it applies to their individual functioning, interpersonal relationships, and societal interactions (Ryan et al. 2021). Therefore, assessing the effects of the complete set of SDT motivation regulations in various contexts and situations has become important.

In conclusion, there is a synthesis between the theories and practice of Humanistic Management and Self-Determination Theory of Motivation. They need to apply to corporate and societal organization management. One can refer to the example of Sustainability, another complementary theory that also requires a movement from corporate economic to a more humanistic one (Ferguson et al. 2021). A humanistic perspective of management requires business and business schools to adopt a new holistic language capable of leading students towards decisions contributing to the triple sustainability values (Arora et al. 2018). The concept of truly sustainable business (and social organizations) requires thinking and acting from outside-in strategies creating these triple values: for the corporate good and societal and environmental good. Tregidga et al. (2018) argue that despite the rapid expansion of research on business sustainability, the actual framing of questions and theoretical approaches have become overly narrow, representing a cleverly masked corporate hegemony. Therefore, one must also be open to viewing Humanistic Management principles as crucial to the management of non-profit social and governmental organizations (Ferguson et al. 2021).

**Supplementary Information** The online version contains supplementary material available at <https://doi.org/10.1007/s41463-024-00171-1>.

## References

- Amiot, C.E., and S. Sansfaçon. 2011. Motivations to identify with social groups: a look at their positive and negative consequences. *Group Dynamics: Theory Research and Practice* 15: 105–127.
- Andreasen, A.R., and P.R. Kotler. 2014. *Strategic Marketing for Non-Profit Organizations*. Pearson 7th Ed., 528 pages.
- Arora, P., G.A. Tedeschi, and J.L. Rovenpor. 2018. Broadening the frame around sustainability with holistic language: Mandela and Invictus. *Humanistic Management Journal* 3: 233–251.
- Bolton, R.N., A. Parasuraman, A. Hoefnagels, N. Migchels, S. Kabadayi, Y.K. Loureiro, T. Gruber, and D. Solnet. 2013. Understanding generation Y and their use of social media: a review and research agenda. *Journal of Service Management* 24: 245–267.
- Carbonneau, N., R.J. Vallerand, and M.-A.K. Lafrenière. 2012. Toward a tripartite model of intrinsic motivation. *Journal of Personality* 80: 1147–1178.
- Deci, E.L., and R. M. Ryan. 1985. *Intrinsic motivation and self-determination in human behavior*. New York, NY: Plenum.
- Deci, E.L., and R.M. Ryan. 2000. The what and why of goal pursuits: human needs and the self-determination of behavior. *Psychological Inquiry* 11: 227–268.
- Domingo, V., and D. Melé. 2022. What can we learn from classical humanism? *Humanistic Management Journal* 7: 1–21.
- Entschew, E.M. 2021. Acceleration through Digital Communication: theorizing on a perceived lack of Time. *Humanistic Management Journal* 6: 273–287.
- Ferguson, R.J., J. Gutberg, K. Schattke, M. Paulin, and N. Jost. 2015. Self-determination theory, social media and charitable causes: an in-depth analysis of autonomous motivation. *European Journal of Social Psychology* 45: 298–307.
- Ferguson, R.J., K. Schattke, and M. Paulin. 2021. Persuasions by corporate and activist NGO strategic website communications: impact on perceptions of sustainability messages and greenwashing. *Humanistic Management Journal* 6: 117–131.
- Ferris, W.P. 2013. Humanistic Management. *Encyclopedia of Management Theory*. Chapter <https://doi.org/10.4135/9781452276090>.
- Gagné, M., and E.L. Deci. 2005. Self-determination theory and work motivation. *Journal of Organizational Behavior* 26: 331–362.
- González, L.I., M.L. Vijande, and R.V. Casielles. 2002. The market orientation concept in the private non-profit organisation domain. *International Journal of Nonprofit and Voluntary Sector Marketing* 7: 55–67.
- Howard, J.L., M. Gagné, A.J.S. Morin, and J. Forest. 2018. Using bifactor exploratory structural equation modeling to test for a continuum structure of motivation. *Journal of Management* 44: 2638–2664.
- Howard, J.L., M. Gagné, and A.J.S. Morin. 2020. Putting the pieces together: reviewing the structural conceptualization of motivation within SDT. *Motivation and Emotion* 44: 846–861.
- Humanistic Management Center. 2018. The three-stepped approach to humanistic management. [http://www.humanisticmanagement.org/cgi-bin/adframe/about\\_humanistic\\_management/the\\_three\\_stepped\\_approach\\_to\\_humanistic\\_management/index.html](http://www.humanisticmanagement.org/cgi-bin/adframe/about_humanistic_management/the_three_stepped_approach_to_humanistic_management/index.html).
- Jensen, E. 2020. Sector stories: 4 ways that COVID-19 is impacting nonprofit operations. *Imagine Canada*. May 29. <https://imaginecanada.ca/en/360/sector-stories-4-ways-covid-19-impacting-nonprofit-operations>.
- Jungert, T., R. Koestner, N. Houffort, and K. Schattke. 2013. Distinguishing source of autonomy support in relation to workers' motivation and self-efficacy. *The Journal of Social Psychology* 153: 651–666.
- Jungert, T., K. Schattke, F.A. Proulx, G. Taylor, and R. Koestner. 2021. Whose autonomy support is more effective? Managers' or co-workers'? An experimental comparison of source and occupational context on intrinsic motivation. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences De L'administration* 38: 209–223.
- Miquelon, P., and A. Castonguay. 2017. Integrated regulation, behavior consistency, and physical activity maintenance. *Motivation Science* 3: 76–90.
- Moller, A.C., R.M. Ryan, and E.L. Deci. 2006. Self-determination theory and public policy: improving the quality of consumer decisions without using coercion. *Journal of Public Policy & Marketing* 25: 104–116.
- Paulin, M., R.J. Ferguson, N. Jost, and J.-M. Fallu. 2014a. Motivating millennials to engage in charitable causes through social media. *Journal of Service Management* 25: 334–348.
- Paulin, M., R.J. Ferguson, K. Schattke, and N. Jost. 2014b. Millennials, social media, prosocial emotions and charitable causes: the paradox of gender differences. *Journal of Nonprofit & Public Sector Marketing* 26: 335–353.

- Pelletier, L.G., M.A. Rocchi, R.J. Deci, E.L. Vallerand, and R.M. Ryan. 2013. Validation of the revised sport motivation scale. *Psychology of Sport and Exercise* 14: 329–341.
- Reed, I.I., A., K. Aquino, and E. Levy. 2007. Moral identity and judgments of charitable behaviors. *Journal of Marketing* 71: 178–193.
- Rob, G., and F. Joseph. 2016. Does heart or head rule donor behaviors in charitable crowdfunding markets? *International Journal of Electronic Commerce* 20: 499–524.
- Ryan, R.M., E.L. Deci, M. Vansteenkiste, and B. Soenens. 2021. Building a science of motivated persons: self-determination theory's empirical approach to human experience and the regulation of behavior. *Motivation Science* 7: 97–110.
- Salido-Andres, N., M. Rey-Garcia, L.I. Alvarez-Gonzalez, and R. Vazquez-Casielles. 2022. When the winner takes it all: online campaign factors influencing the success of donation-based crowdfunding for charitable causes. *International Review on Public and Nonprofit Marketing* 19: 763–780.
- Schatkke, K., R.J. Ferguson, and M. Paulin. 2018. Motivations to support charity-linked events after exposure to facebook appeals: emotional cause identification and distinct self-determined regulations. *Motivation Science* 4: 315–332.
- Tregidga, H., M.J. Milne, and K. Kearins. 2018. Ramping up resistance: corporate sustainable development and academic research. *Business & Society* 57: 292–334.
- Vallerand, R.J. 1997. Toward a hierarchy model of intrinsic and extrinsic motivation. *Advances in Experimental Social Psychology* 27: 271–360.
- Vallerand, R.J. 2021. Reflections on the legacy of self-determination theory. *Motivation Science* 7: 115–116.
- Vallerand, R.J., M.R. Blais, N.M. Brière, and L.G. Pelletier. 1989. Construction Et validation de l'échelle de motivation en éducation (EME) [Development and validation of the motivation in education scale]. *Canadian Journal of Behavioural Science* 21: 323–349.
- Vallerand, R.J., L.G. Pelletier, M.R. Blais, N.M. Brière, C. Senécal, and E.F. Vallières. 1993. On the assessment of intrinsic, extrinsic, and amotivation in education: evidence on the concurrent and construct validity of the academic motivation scale. *Educational and Psychological Measurement* 53: 159–172.
- Van den Broeck, A. 2021. Beyond intrinsic and extrinsic motivation: a meta-analysis on self-determination theory's multidimensional conceptualization of work motivation. *Organizational Psychology Review* 11: 240–273.
- Howard, Y., Van Vaerenbergh, H. Leroy, and M. Gagné.
- White, K., and J. Pelozo. 2009. Self-benefit versus other-benefit marketing appeals: their effectiveness in generating charitable support. *Journal of Marketing* 73: 109–124.

**Publisher's Note** Springer Nature remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

Springer Nature or its licensor (e.g. a society or other partner) holds exclusive rights to this article under a publishing agreement with the author(s) or other rightsholder(s); author self-archiving of the accepted manuscript version of this article is solely governed by the terms of such publishing agreement and applicable law.

## Authors and Affiliations

Ronald J. Ferguson<sup>1</sup>  · Kaspar Schattke<sup>2</sup> · Michèle Paulin<sup>3</sup>  · Weixiao Dong<sup>4</sup>

✉ Ronald J. Ferguson  
ronald.ferguson@concordia.ca

Kaspar Schattke  
schattke.kaspar\_philipp@uqam.ca

Michèle Paulin  
michele.paulin@concordia.ca

Weixiao Dong  
viviandongwx@gmail.com

<sup>1</sup> John Molson School of Business, Concordia University, 1455 de Maisonneuve Blvd. West, Montreal, QC H3G 1M8, Canada

<sup>2</sup> Département de psychologie, Université du Québec à Montréal C.P. 8888 succursale Centre-ville, Montréal, QC H3C 3P8, Canada

<sup>3</sup> Department of Marketing, John Molson School of Business Concordia University, 1445 de Maisonneuve Blvd. West, Montreal, QC H3G 1M8, Canada

<sup>4</sup> Concordia University, Montreal, QC, Canada