



The interactive effect of emotional appeals and past performance of a charity on the effectiveness of charitable advertising



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ARTICLE INFO

Keywords:

Pride
Compassion
Past performance
Charity
Prosocial

ABSTRACT

Past research has shown the significant role of emotional appeals in charitable advertising. Most studies in this area have examined the effects of negative emotions, but it is less clear when and how positive emotions can also be effective in encouraging donation allocations. Across two experimental studies, the present research demonstrates that the congruent matching of pride with positive past performance and compassion with negative past performance increases donation allocations. This ‘match-up’ effect emerges because pride elicits concerns for merit, whereas compassion elicits concerns for need. These findings offer important implications, both theoretically and managerially, by systematically highlighting how different, discrete positive emotions – pride and compassion – can be beneficial in charitable advertising, depending on the message highlighting the past performance of a charity.

Charitable giving in 2017 reached an all-time high of US\$ 410 billion, surpassing the US\$ 400 billion mark for the first time (Frank, 2018). Notably, 70% of total giving came from individual donations (Frank, 2018). Hence, it is not big companies but the general public who are the main contributors for the greatest proportion of total giving. However, despite the encouraging total amount of donations, research also indicates a downward trend in terms of individual patterns of charitable giving over the years. Specifically, a study of the prosocial behavior of more than 9000 individuals over more than 15 years suggests that overall, prosocial behavior among individuals has dropped by around 11% since the early 2000s (Anzilotti, 2017). Similarly, the Charities Aid Foundation (2018) reported a significant decline in the number of people donating money to charities in 2017 and 2018. This highlights the importance of charitable organizations understanding effective advertising strategies for motivating donation behavior.

One of the most common ways for charitable organizations to promote their cause is by employing emotional appeals in their advertising. In particular, negative emotional appeals, including guilt (Hibbert et al., 2007), anger (Vitaglione and Barnett, 2003), and sadness (Bagozzi and Moore, 1994; Small and Verrochi, 2009) are commonly used in driving donation behavior. However, there is a growing body of literature examining how positive emotional appeals can be effective in motivating prosocial behavior (Cavanaugh et al., 2015; Piff et al.,

2015). Table 1 summarizes key findings from the extant literature on the relationship between emotion and prosocial behavior.

From the managerial perspective, examining positive emotional appeals is now a critical issue because there have been strong calls for non-profit organizations to employ more positive emotional appeals (Birkwood, 2016; Breeze and Dean, 2012). This is because when negative emotional appeals are being used repeatedly by a charity, such negative feelings can intensify, leading to reduced sympathy and even unfavorable consumer evaluations of the charity (Stayman and Aaker, 1988). For instance, there were a strong backlash against Barnardo's, a children's charity, which used an image of baby injecting heroin (The Guardian, 2000). Further, a news report also highlighted how charitable advertisements can go “too far”, making people feel guilty and upset in an appropriate manner (Mills, 2012).

Furthermore, while most victims or beneficiaries understand why negative emotional appeals are used in charitable advertising, they personally prefer *not* to be portrayed as suffering individuals (Birkwood, 2016). However, while prior research has examined the potential benefits of evoking positive emotions to promote prosocial behavior, there is less understanding of the conditions under which such appeals can be effective (i.e., the moderator of such effects). In fact, most studies have explored individual differences such as religiosity and cognitive reappraisal (Lockwood et al., 2014; Saslow et al., 2013).

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Table 1
Key research on emotion and prosocial behavior.

Study	Emotion		Independent Variable	Mediator	Moderator	Key Findings
	Positive	Negative				
Bartlett and DeSteno (2006)	x		Gratitude	Sense of responsibility		Gratitude positively affects costly helping behaviors.
Basil et al. (2006)		x	Guilt	Guilt		Guilt increases a sense of responsibility, leading to increased donation intentions.
Basil et al. (2008)		x	Empathy			Empathy increases a sense of guilt, leading to higher donation intentions.
Cavanaugh et al. (2015)		x	Love, pride, compassion, hope	Social closeness	Close vs. distant others	Love (vs. compassion, hope, and pride) increases social closeness, leading to an increased prosocial behavior to distant (vs. close) others.
Hibbert et al. (2007)		x	Guilt			Guilt increases donation intentions.
Kogut and Ritov (2005)		x	Distress			An image of single victim (vs. unidentified or a group of victims) elicits distress, leading to an increased donation.
Lim and DeSteno (2016)		x	Past adversity	Empathy and compassion		Experiencing past adversity increases empathy, leading to heightened compassion, which in turn resulting in greater prosocial behavior.
Lockwood et al. (2014)		x	Empathy		Cognitive reappraisal	Empathy increases prosocial tendencies but only among those with low or average (vs. high) tendency for cognitive reappraisal.
Merchant et al. (2011)		x	Nostalgia	Emotional and familial utility		Nostalgia increases emotional and familial utility, leading to higher donation intentions.
Piff et al. (2015)		x	Awe	Sense of diminished self		Awe increases a sense of diminishment, leading to an increased prosocial behavior.
Rudd et al. (2012)		x	Awe	Perceptions of time		Awe expands perceptions of time, leading to greater volunteering intentions.
Septianto and Soegianto (2017)		x	Compassion			The higher the compassion, the higher the prosocial intentions.
Saslow et al. (2013)		x	Compassion		Religiosity	Compassion increases prosocial intentions but only among those with low (vs. high) religiosity.
Small and Simonsohn (2007)		x	Personal (unfortunate) experience	Sympathy		Personal experience increases sympathy, leading to a bigger donation.
Small and Verrochi (2009)		x	Victim image (sad vs. happy)	Sadness		Sad-faced (vs. happy-faced) victims elicit sadness, leading to an increased donations.
Twenge et al. (2007)		x	Social exclusion	Empathy		Social exclusion decreases empathy, leading to a reduced prosocial behaviors.
Verhaert and Van den Poel (2011)		x	Empathy		Distress	Empathy increases donation intentions but only among those with low (vs. high) personal distress.
Wubben et al. (2012)		x	Authentic pride and hubristic pride			Authentic pride is more prosocial than hubristic pride.
Zhou et al. (2012)		x	Nostalgia			Nostalgia increases donations.

The present research seeks to extend prior research and contribute to this area by examining how information on a charity's past performance can influence the effectiveness of different positive emotional appeals. In this regard, charitable advertising often includes messages regarding the charity's current or ongoing performance, as compared to its past performance. Charities can highlight that they are doing better (vs. worse) in relation to their past performance (Allen et al., 2018), implying that they either have capability (merit) or require support (need). We argue that there are different, discrete positive emotional appeals that can be more effective in promoting such information regarding past performance.

In this endeavor, we adopt the functionalist framework of emotion (Griskevicius et al., 2010; Tooby and Cosmides, 2008) and argue that pride and compassion¹ can activate two distinct socio-moral concerns (i.e., concerns associated with specific moral domains; Horberg et al., 2011). Specifically, pride and compassion can motivate prosocial behavior related to merit (whether a recipient *deserves* support) and need (whether a recipient *requires* support), respectively (Horberg et al., 2011). Accordingly, we propose a 'match-up' effect between emotional appeals and performance deviation messages on the effectiveness of a charitable advertisement, such that: (1) a pride appeal should be used with a positive deviation message, and (2) a gratitude appeal should be used with a negative deviation message (see Fig. 1).

1. Literature review and hypotheses development

1.1. Emotion in charitable advertising

Research across the disciplines of psychology, marketing, and consumer research has established that emotions can significantly influence consumer judgment and decision making processes (see Lerner et al., 2015 for a review). Studies in this area suggest that consumers' emotions concerning an object can influence their evaluations of that particular object (Garg et al., 2017; Griskevicius et al., 2010; Pham, 1998). For instance, Griskevicius et al. (2010) found that consumers feeling proud (vs. contented) evaluate public-display products such as clothes more favorably. Accordingly, marketers can elicit particular emotions using their advertising programs.

In the charitable advertising context, there is a strong preference for using negative emotional appeals to grab public attention and motivate donations (see Table 1). This is because when consumers see an image with negative emotional appeals (e.g., photos of sad-faced or poorly clothed victims), they can 'catch' the emotion expressed by the victims, leading to increased prosocial behavior (Small et al., 2007; Small and Verrochi, 2009; Sudhir et al., 2016). However, when such negative emotional appeals are always used, consumers may also feel upset toward the charitable organization behind the appeal (Berkowitz, 1973; Stayman and Aaker, 1988).

Recent research has taken steps to correct the skewed focus on negative emotional appeals in the literature. In particular, different, discrete positive emotions such as awe, love, hope, and pride may lead to distinct influences on consumer behavior (Cavanaugh et al., 2015; Piff et al., 2015; Septianto and Chiew, 2018). For instance, Piff et al. (2015) demonstrated that awe can make consumers feel a sense of self-diminishment, leading them to become willing to engage in prosocial behavior. Cavanaugh et al. (2015) also found that love (vs. hope, pride) increases prosocial behavior to distant (vs. close) others. However, as can be seen in Table 1, there is less understanding of the conditions under which such appeals can be effective (i.e., the moderators of such

¹ While some research has considered compassion as a negative emotion because it arises in the presence of others' distress and sufferings (Van Kleef et al., 2008), we consider it as a positive emotion following the majority of research in this area (Cavanaugh et al., 2015; Oveis et al., 2010; Saslow et al., 2013; Septianto and Soegianto, 2017).

effects). In fact, most studies examining such moderators tend to focus on individual differences, including religiosity and cognitive reappraisal in the emotion regulation context (Lockwood et al., 2014; Saslow et al., 2013).

1.2. Functionalist framework of emotion

While there are different frameworks through which we can study emotional consequences for consumer judgments and decisions, we specifically use the functionalist framework of emotion (Griskevicius et al., 2010; Tooby and Cosmides, 2008). According to this framework, emotions are conceived to have developed as a means to coordinate our responses to the key evolutionary challenges relating to successful thriving, survival, and reproduction (Griskevicius et al., 2010; Tooby and Cosmides, 2008). Emotions thus serve as internal cues that activate the salience of specific psychological responses (Griskevicius et al., 2010).

Our assumption is based on the notion that emotions, such as pride and compassion, can activate two distinct socio-moral concerns (Horberg et al., 2011). On one hand, the emotion of pride is experienced in relation to personal accomplishment (Griskevicius et al., 2010; Tracy and Robins, 2007) and social status (Tracy and Robins, 2004, 2007). This emotion is found to promote perceptions of similarity (vs. dissimilarity) with strong (vs. weak) others (Oveis et al., 2010). Hence, pride can activate socio-moral concerns associated with status and merit (Horberg et al., 2011). This suggests that pride makes individuals focus on merit and the deservingness of self or others when making decisions. Consequently, we argue that individuals feeling proud are more likely to engage in prosocial behavior according to the status or merit of the recipient.

On the other hand, compassion is proposed as evolving within a social context and enabling individuals to initiate, maintain, and regulate altruistic relationships (Trivers, 1971). This may explain why feeling compassion promotes perceptions of similarity (vs. dissimilarity) with weak (vs. strong) others (Oveis et al., 2010). Notably, because compassion arises in the presence of others' distress and suffering (Cavanaugh et al., 2015; Van Kleef et al., 2008), it activates socio-moral concerns related to care and need (Horberg et al., 2011). Hence, when individuals experience compassion, they are more likely to engage in prosocial behavior when they perceive that the recipient is weak and thus in need.

1.3. The moderating role of positive versus negative performance

So far, we have argued that individuals feeling pride and compassion are likely to engage in prosocial behavior depending on two distinct socio-moral concerns – concerns for merit and concerns for need, respectively. In order to develop this further, we examine how charitable organizations regularly provide information about their current (as compared to past) performance, highlighting in their advertising messages whether they are doing better (vs. worse) than their past performance (Allen et al., 2018).

Past research in the prosocial behavior domain provides some understanding of how information about others' prosocial action can further influence consumers' own prosocial activities. For instance, Chen et al. (2010) found that consumers are more willing to volunteer when the general rate of volunteering increases. Frey and Meier (2004) suggest that consumers are more likely to donate when they know that high numbers of others are also donating. This positive information serves as a cue that a charitable organization is performing well (Aknin et al., 2013), and highlights the merit of that organization. As discussed, because the emotion of pride can make consumers focus on merit and deservingness (Horberg et al., 2011), we would expect that consumers feeling proud who evaluate such positive performance messages will be more encouraged to donate due to the 'merit' of the charitable organization.

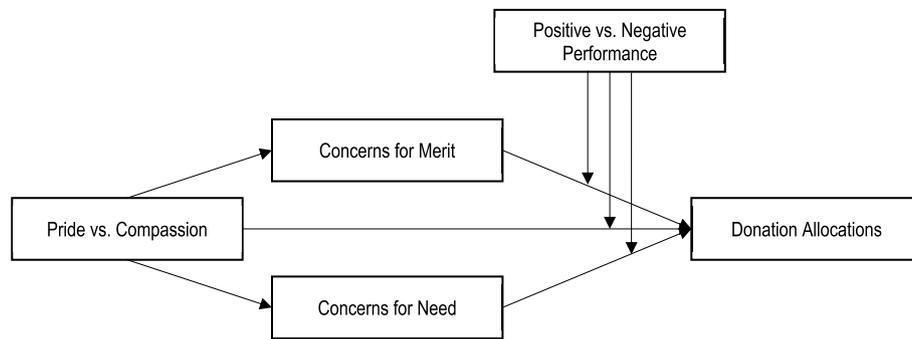


Fig. 1. Conceptual model.

In contrast, when consumers receive information about the negative performance of a charity, it can evoke perceptions that the charitable organization needs (additional) support (Frey and Meier, 2004). Fisher and Ma (2014) reported that images of attractive (vs. unattractive) children in charitable advertising are less effective in motivating donation behavior because unattractive children are perceived as having greater need. More importantly, this notion of need is compatible with the emotion of compassion, which is associated with perceptions of caring for the weak (Horberg et al., 2011). Thus, we would expect that consumers feeling compassionate who evaluate such negative performance messages will be more encouraged to donate due to the ‘need’ of the charitable organization (see Fig. 1).

In summary, informed by the functionalist framework of emotion (Griskevicius et al., 2010; Tooby and Cosmides, 2008), we propose that pride and compassion can activate two distinct socio-moral concerns – concerns for merit (for pride) and concerns for need (for compassion) (Horberg et al., 2011). Further, we propose that when there is a positive performance message (e.g., a charity is doing better than its past performance), pride can increase donation allocations because this message highlights merit of that charity, which is consistent with concerns for merit (activated by pride). In contrast, when there is a negative performance message (e.g., a charity is doing worse than its past performance), pride can increase donation allocations because this message highlights the needs of that charity, which is consistent with concerns for need (activated by compassion). Formally, we propose that:

H1. Consumers experiencing pride will increase donation allocations when there is a positive (vs. negative) performance message, whereas consumers experiencing compassion will increase donation allocations when there is a negative (vs. positive) performance message.

H2. Concerns for merit will mediate proud consumers' increased donation allocations in response to positive performance, whereas concerns for need will mediate compassionate consumers' increased donation allocations in response to negative performance.

2. Study 1

2.1. Methods

Participants and Design. We collaborated with a foundation owned by a large hospital in Bandung, Indonesia. It is common for hospitals in Indonesia to establish their own foundations or charities. This foundation was interested to explore how to raise financial support and thus approached the researchers. In this study, two hundred and ninety-seven adult consumers living in Bandung, Indonesia (42% female, $M_{\text{age}} = 27.59$, $SD = 8.18$) were recruited through an online research panel in Indonesia. This study employed a 3 (emotional appeal: pride vs. compassion vs. control) \times 2 (performance: positive vs. negative) between-subjects design.

Procedure. Participants evaluated one of four advertisements developed for this study (see Appendix 1). Specifically, we manipulated the pride (compassion) emotional appeal using the tagline: “Be proud of what you can do (Be compassionate to those around you). Make a difference.” In the control condition, we used the simple statement: “Make a difference.” To highlight performance, we included the following information: “A survey last year found that [the organization] received financial support from 5% of the local community. However, a recent survey last month shows that [the organization] is supported by OVER 10% (ONLY 1%) of the local community” (adapted from Allen et al., 2018).

Following prior research (Winterich et al., 2013), we incentivized participants with the opportunity to win a US\$50 gift card.² As the dependent variable, we then informed participants they could donate some portion of \$50 in \$10 increments (\$0, \$10, \$20, \$30, \$40, or \$50). As manipulation checks (adapted from Oveis et al., 2010), participants rated the extent to which they felt “proud”, “confident” (collapsed as pride scores; $\alpha = 0.89$), “compassionate”, and “sympathetic” (collapsed as compassion scores; $\alpha = 0.92$) on a 7-point scale (1 = not at all, 7 = extremely), after evaluating the advertisement. They also rated whether “the organization”: (1) “receives support at a higher level than last year” and (2) “does well in receiving support this year” ($\alpha = 0.82$; adapted from Allen et al., 2018) on a 7-point scale (1 = strongly disagree, 7 = strongly agree).³

2.2. Results and discussion

Manipulation Checks. We conducted two-way ANOVA (emotion \times performance) on the self-reported pride and compassion. As expected, only the main effects of emotion were significant on levels of pride ($F(2, 291) = 4.94$, $p = .008$) and compassion ($F(2, 291) = 5.99$, $p = .003$). Specifically, participants evaluating an advertisement with a pride appeal reported higher levels of pride ($M = 3.97$) than those evaluating an advertisement with a compassion appeal ($M = 3.49$, $t(291) = 2.15$, $p = .032$) and an advertisement with no emotional

² The currency that was presented to participants was in Indonesian Rupiahs (IDR). The exchange rate was IDR 10,000 = USD 1. Hence, participants had the option to donate some portions of 500,000 IDR in 100,000 IDR increments (0; 100,000; 200,000; 300,000; 400,000; 500,000). We converted the currency into U.S. dollars to simplify our analysis and to make it consistent with Study 2.

³ Because we conducted an experimental study design in which the experimental independent variables had predetermined conditions that were manipulated using different advertisements (only the continuous dependent variable was a self-reported), Common Method Variance (CMV) should not influence the correlation between independent and dependent variables (Malhotra et al., 2017). Nonetheless, as additional analyses, we conducted Harman's single factor test for Studies 1 and 2. Results suggested that CMV was not a threat for the data. We also made sure that average loadings for all measures were acceptable (above 0.70, suggesting convergent validity) and variance extracted was greater than correlation square (discriminant validity).

appeal ($M = 3.26$, $t(291) = 3.03$, $p = .003$). In contrast, participants evaluating an advertisement with a compassion appeal reported higher levels of compassion ($M = 4.36$) than those evaluating an advertisement with a pride appeal ($M = 3.66$, $t(291) = 3.01$, $p = .003$) and an advertisement with no emotional appeal ($M = 3.63$, $t(291) = 2.97$, $p = .003$).

The two-way ANOVA also revealed that only the main effect of performance emerged for perceived performance of the organization ($F(1, 291) = 19.90$, $p < .001$). That is, participants considered the performance of the organization to be better in the positive performance condition ($M = 4.84$) than in the negative performance condition ($M = 4.10$, $t(291) = 4.46$, $p < .001$).

Donation Allocations. A two-way ANOVA was conducted for emotion, performance, and their interaction as independent variables, with donation allocations as the dependent variable. Note that change in the dependent variable was equivalent at each level and ratio-scaled (\$10), thus two-way ANOVA was an appropriate method (Winterich et al., 2013).

The results revealed a significant main effect of emotion ($F(2, 291) = 14.12$, $p < .001$). However and as predicted, this was qualified by a significant interaction effect between emotion and performance ($F(2, 291) = 5.29$, $p = .006$). Specifically, planned contrasts revealed that participants viewing an advertisement with a pride appeal reported greater donation allocations in the positive performance condition ($M = 28.18$) than in the negative performance condition ($M = 22.59$, $t(291) = 2.19$, $p = .030$, $d = 0.40$). Conversely, participants who viewed an advertisement with a compassion appeal reported greater donation allocations in the negative performance condition ($M = 32.50$) than in the positive performance condition ($M = 26.12$, $t(291) = 2.40$, $p = .017$, $d = 0.45$). However and as expected, there were non-significant differences among participants in the control condition ($M_{\text{positive}} = 19.27$, $M_{\text{negative}} = 18.70$, $t(291) = 0.20$, $p = .842$; see Fig. 2). These findings provide evidence for Hypothesis 1.

Discussion. The findings of Study 1 offered initial support for our predictions. Specifically, we found that proud consumers are more likely to donate in the positive (vs. negative) performance condition. In contrast, compassionate consumers are more likely to donate in the negative (vs. positive) performance condition. Study 2 aimed to build upon Study 1 by testing the underlying process driving the effects (H2).

3. Study 2

3.1. Methods

Participants and Design. One hundred and sixty-three participants (39% female, $M_{\text{age}} = 33.98$, $SD = 9.64$) were recruited from Amazon Mechanical Turk in exchange for \$0.70. This study employed a 2 (emotional appeal: pride vs. compassion) \times 2 (performance: positive

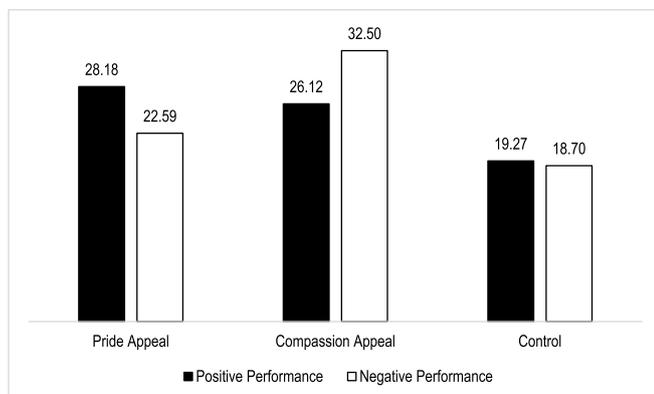


Fig. 2. Donation allocations (US\$) by emotion and performance condition (study 1).

vs. negative) between-subjects design.

Procedure. This study employed similar procedures to those of Study 1 with three exceptions. First, we used a different context. That is, participants evaluated one of four charitable advertisements seeking assistance for struggling families of children with cancer (see Appendix 1). In particular, we excluded the no-emotion condition because our focus was the emotions of pride and compassion and their underlying mechanisms (and we had demonstrated in Study 1 that there were non-significant differences in the control condition).

Second, we used a different conceptualization of our dependent measure. Following prior research (Sharma and Morwitz, 2016), we informed participants they could allocate a portion of their US\$0.70 research participation payment to help the beneficiary. They could indicate a preference for donating any amount, in \$0.10 increments. Participants were told the amount they chose to donate would be deducted from their research participation payment and donated directly to the American Children's Cancer Foundation. Hence, the dependent variable was the portion of the \$0.70 allocated as a donation (\$0.00, \$0.10, \$0.20, \$0.30, \$0.40, \$0.50, \$0.60, or \$0.70).⁴

Third, participants completed the mediator measures by rating four items on a 7-point scale (1 = strongly disagree, 7 = strongly agree). Adapted from prior research (Shiota et al., 2006), the items measuring concerns for need were: "It's important to take care of people who are vulnerable", and "When I see someone hurt or in need, I want to take care of them" ($\alpha = 0.93$). The items used to measure concerns for merit were: "It's important to reward people who have merit", and "When I see someone deserving, I want to give them reward" ($\alpha = 0.90$). Further, to rule out plausible alternative explanations, we included several other measures, namely self-efficacy (Sharma and Morwitz, 2016), positive affect (Smith and Ellsworth, 1985), collectivism (Erdem et al., 2006), and familiarity with the organization and personal experience (Small and Simonsohn, 2007).

3.2. Results and discussion

Manipulation Checks. We conducted two-way ANOVA (emotion \times performance) on self-reported pride and compassion. As expected, only the main effects of emotion were significant for levels of pride ($F(1, 159) = 8.73$, $p = .004$) and compassion ($F(1, 159) = 8.18$, $p = .005$). Specifically, participants evaluating an advertisement with a pride appeal reported higher levels of pride ($M = 3.72$) than those evaluating an advertisement with a compassion appeal ($M = 2.83$, $t(159) = 2.95$, $p = .004$). In contrast, participants evaluating an advertisement with a compassion appeal reported higher levels of compassion ($M = 5.21$) than those evaluating an advertisement with a pride appeal ($M = 4.38$, $t(159) = 2.86$, $p = .005$).

Two-way ANOVA also revealed that only the main effect of performance emerged for perceived performance of the organization ($F(1, 159) = 162.19$, $p < .001$). That is, participants considered the performance of the organization to be better in the positive performance condition ($M = 5.02$) than in the negative performance condition ($M = 2.09$, $t(159) = 12.74$, $p < .001$).

Donation Allocations. A two-way ANOVA was conducted with emotion, performance and their interaction as independent variables and donation allocations as the dependent variable. As predicted, we found a significant interaction effect between emotion and performance ($F(1, 159) = 9.99$, $p = .002$, $d = .57$). Planned contrasts revealed that participants viewing an advertisement with a pride appeal reported greater donation allocations in the positive performance condition ($M = 0.23$) than in the negative performance condition ($M = 0.10$, $t(159) = 2.57$,

⁴ The actual total amount donated for compassion - negative performance group was \$8.1, for compassion - positive performance group was \$2.9, for pride - negative performance group was \$3.1, for pride - positive performance group was \$10.8.

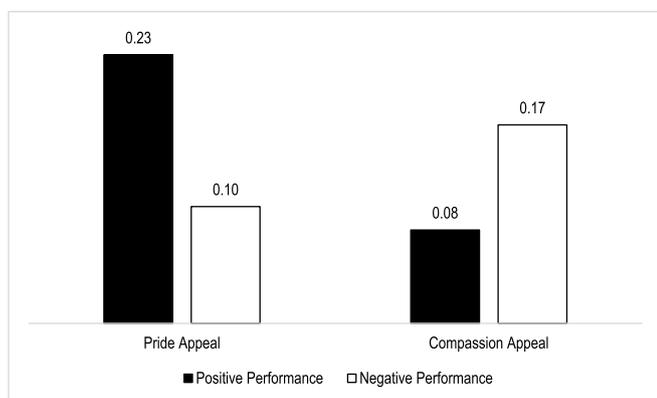


Fig. 3. Donation allocations (US\$) by emotion and performance condition (study 2).

$p = .011$). Conversely, participants who viewed an advertisement with a compassion appeal reported greater donation allocations in the negative performance condition ($M = 0.17$) than in the positive performance condition ($M = 0.08$, $t(159) = 1.89$, $p = .061$, $d = 0.40$; see Fig. 3). These findings provide evidence for Hypothesis 1.

As an additional analysis, we wanted to rule out other factors such as gender (Winterich et al., 2009), collectivism (Duclos and Barasch, 2014), positive affect (Cavanaugh et al., 2015), self-efficacy (Sharma and Morwitz, 2016), and familiarity with the organization and personal experience (Small and Simonsohn, 2007). Hence, we conducted a similar two-way ANOVA and included these variables as statistical controls. The results revealed that increasing positive affect ($B = 0.02$, $t(153) = 2.06$, $p = .041$) and increasing self-efficacy ($B = 0.04$, $t(153) = 2.90$, $p = .004$) were associated with greater donation allocations. Other covariates were non-significant. However and more importantly, the interaction between emotion and performance remained significant ($F(1, 153) = 13.48$, $p < .001$), suggesting that these additional variables did not account for our predicted effects.

Moderated Mediation Analysis. Examining concerns for merit and need across emotion conditions, we found that participants evaluating an advertisement with a pride appeal ($M = 5.43$) reported higher levels of concern for merit than those evaluating an advertisement with a compassion appeal ($M = 4.87$, $t(159) = 2.17$, $p = .031$). On the other hand, participants in the compassion condition ($M = 5.21$) reported higher levels of concern for need than those in the pride condition ($M = 4.61$, $t(159) = 2.20$, $p = .029$). To test Hypothesis 2, we conducted a moderated mediation analysis using PROCESS Model 15 (Hayes, 2017) with 5000 bootstrap resamples. Specifically, we examined the indirect effect of emotional appeal (1 = pride, 0 = compassion) on donation allocations via concerns for merit and need, as moderated by performance (1 = positive, 0 = negative).

The results revealed significant indices of moderated mediation for concerns for merit ($B = 0.0865$, $SE = 0.0422$, 95% CI excluded zero: 0.0167 to 0.1787) and concerns for need ($B = 0.0843$, $SE = 0.0433$, 95% CI excluded zero: 0.0080 to 0.1757). That is, the indirect effect of emotion on donation allocations via concerns for merit was significant for the positive performance condition ($B = 0.0572$, $SE = 0.0250$, 95% CI excluded zero: 0.0130 to 0.1107), but not for the negative performance condition ($B = -0.0293$, $SE = 0.0216$, 95% CI included zero: 0.0788 to 0.0039). In contrast, the indirect effect of emotion on donation allocations via concerns for need was significant for the negative performance condition ($B = -0.0400$, $SE = 0.0229$, 95% CI excluded zero: 0.0897 to -0.0013), but worked in the opposite direction for the positive performance condition ($B = 0.0443$, $SE = 0.0237$, 95% CI excluded zero: 0.0037 to 0.0962). These findings support Hypothesis 2 (see Appendix 2 for full mediation results).

Discussion. Study 2 extended the findings of Study 1 using a different charitable organization, a different sample (U.S. residents), and by

operationalizing donation allocations. The results show that matching a pride appeal with positive performance and a compassion appeal with negative performance can increase donation allocations. More importantly, we found empirical support for the underlying mechanism driving the effects of pride and compassion, namely concerns for merit and need, respectively. We also ruled out alternative plausible explanations identified by past research, such as gender, collectivism, positive affect, self-efficacy, and familiarity with the organization and personal experience.

4. General Discussion

The present study investigated the influence of pride and compassion on motivating donation allocations. Importantly, we have shown that both pride and compassion can be effective in increasing donation behavior, depending on the performance of the organization. When an organization's current performance is better (worse) than the previous year, indicating positive (negative) performance, pride (compassion) is more effective. Two experimental studies examining 'real' donation allocations provide support for our predictions. Importantly, the results also provide empirical evidence on the underlying process driving the predicted effects; that is, pride and compassion can activate distinct socio-moral concerns (concerns for merit vs. need), leading to differential effects depending on the performance of an organization.

This study makes several important contributions and has implications for marketing strategies. First, we contribute to the charitable advertising literature by examining the conditions under which different positive emotional appeals – pride and compassion – can be effective in increasing donation allocations. This is significant because most of the studies in this area have focused on understanding *why* positive emotions can be effective in increasing prosocial behavior (Bartlett and DeSteno, 2006; Piff et al., 2015; Septianto et al., 2018), but not *when* these emotions are more effective. We have demonstrated that both emotional appeals can be effective, depending on the performance of an organization.

Second, in doing this, we also contribute to the literature examining emotion and prosocial behavior by examining a moderator of pride and compassion appeals in promoting charitable behavior. This is significant because past studies examining such moderators tend to focus on individual differences, including religiosity and cognitive reappraisal in the emotion regulation context (Lockwood et al., 2014; Saslow et al., 2013). In contrast, we identify a moderator associated with the performance of the organization. Thus, we offer actionable implications for charities and non-profit organizations by highlighting the link between advertising appeals and organizations' performance. Indeed, although an organization expects to grow each year, that may not be the case all the time. Thus, the key findings of this research will assist marketers to develop effective charitable advertising by matching emotional appeals with current organizational performance. When their performance is better than in the previous period, they can emphasize this in their advertisements to stimulate a sense of pride among potential donors. In contrast, when performance is worse than before, they can appeal to potential benefactors to be more compassionate in supporting their causes.

Third, by establishing the underlying process for our predictions, we contribute to the emotion and morality literature. Specifically, while past research has suggested that different emotions may be associated with distinct socio-moral concerns (Horberg et al., 2011), there is limited empirical evidence to support this. Hence, we provide concrete empirical evidence that pride and compassion can differentially activate concerns for merit and concerns for need. In particular, by examining the context of charitable behavior, we show that while positive and negative emotions can increase prosocial behavior in general, there are distinct pathways that explain such behaviors. This is also important in the case of pride because past research has shown that pride can increase prosocial behavior (Brosi et al., 2016; Michie, 2009), but it

is still less clear *why* this may occur (i.e., the underlying mechanism).

This research offers important managerial implications. Specifically, in response to strong calls for non-profit organizations to employ more positive emotional appeals (Birkwood, 2016; Breeze and Dean, 2012), the present research shows how and when charities and non-profit organizations should employ two different positive emotional appeals – pride and compassion – in their charitable advertising. This is significant because although all organizations strive to improve their performance each year, there are occasions when such positive outcomes do not occur. Our findings suggest that when the performance is worse (vs. better) than the previous year, compassion (vs. pride) appeals work best in encouraging donation allocations. Furthermore, the performance deviations can be presented within a relevant specific reference point (Allen et al., 2018), such as rate of participation, actual number of donors, amounts of funds received, and donation amount per donor.

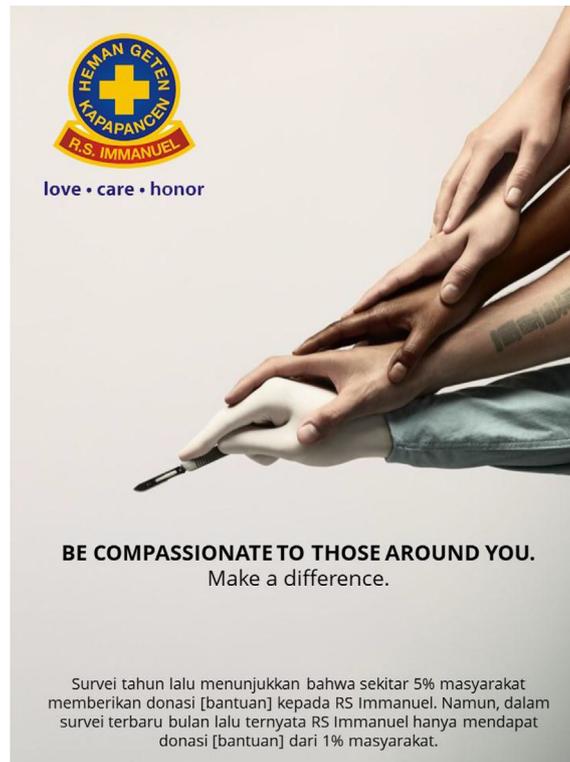
In conclusion, our results suggest that both positive and negative emotional appeals can be effective in increasing donation allocations.

APPENDIX 1. ADVERTISEMENT STIMULI

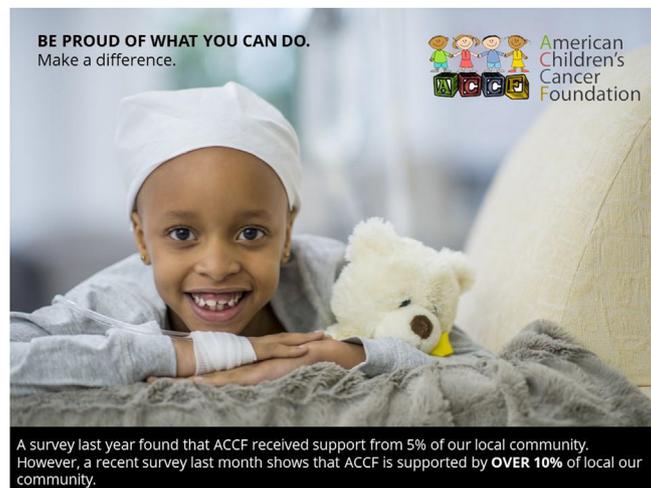


We acknowledge, however, that the present research only focuses on positive emotions. It would be important for future research to include negative emotions and examine when charities can use positive or negative emotional appeals in comparative advertising (Thompson and Hamilton, 2006). Future research could explore the role of emotional appeals in facilitating different types of prosocial behaviors (e.g., helping strangers, volunteering time for community services, and so forth). Further, recent reports on charitable giving seem to suggest an interesting contradiction. That is, while fewer people donate money (Charities Aid Foundation, 2018), these people also donate a larger amount of money (Frank, 2018). Hence, future research can seek to investigate this issue by examining whether this is really the case and which emotional appeals that might be effective to increase both the number of people donating and the amount of money donated. Finally, it would thus be of interest to explore individual differences (e.g., locomotion orientation) (Crow et al., 2019) that might strengthen or attenuate the effects.

Pride Appeal – Positive Performance (Study 1).



Compassion Appeal – Negative Performance (Study 1).



Pride Appeal – Positive Performance (Study 2).



Compassion Appeal – Negative Performance (Study 2).

APPENDIX 2. FULL MEDIATION RESULTS (STUDY 2)

Antecedent	Consequent											
	Concerns for Merit (M1)				Concerns for Need (M2)				Donation Allocations (Y)			
	Coeff	SE	t	p	Coeff	SE	t	p	Coeff	SE	t	p
Constants	4.8647	.1790	27.1808	< .0001	5.2471	.1878	27.9451	< .0001	.0078	.0904	.0867	.9310
Emotion (X)	.6673	.2587	2.5793	.0108	-.5932	.2714	-2.1855	.0303	.0072	.0538	.1346	.8931
Concerns for Merit (M1)	-	-	-	-	-	-	-	-	-.0439	.0169	-2.5983	.0103
Concerns for Need (M2)	-	-	-	-	-	-	-	-	.0675	.0189	3.5754	.0005
Performance (V)	-	-	-	-	-	-	-	-	.0067	.1283	.0523	.9583
X × V	-	-	-	-	-	-	-	-	.0606	.0744	.8146	.4166
M1 × V	-	-	-	-	-	-	-	-	.1296	.0268	4.8382	< .0001
M2 × V	-	-	-	-	-	-	-	-	-.1421	.0249	-5.7096	< .0001
Model Summary	R ² = 0.040				R ² = 0.029				R ² = 0.250			
	F (1,161) = 6.65, p = .011				F (1,161) = 4.78, p = .030				F (7,155) = 7.36, p < .001			

Note: The two mediators (concerns for merit and need) are operating in parallel. Denoting them as M1 and M2 does not imply a sequence, but rather allows for shorthand in the interactions.

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