Self-Congruity and the MOA Framework: An Integrated Approach to Understanding Social Cause Community Volunteer Participation

Susan Emens
Kent State University

Darin W. White
Samford University

Thomas A. Klein
University of Toledo (Emeritus)
Trident University International

Yancy D. Edwards
Sogang University, South Korea

Susan R. Mann
University of Northwestern Ohio

Alan B. Flaschner
Trident University International (Emeritus)

Marketing efforts designed to increase participation in social causes have led to the creation of online and face-to-face communities. This study examines a not-for-profit organization and participation in a face-to-face and online community built around its social cause. The purpose of this study is to explore and test the relationships between participatory behaviors and self-congruity as moderated by motivation, opportunity, and ability as members of social cause communities. The authors present a framework which depicts the linkages between self-congruity and an individual's motivation, ability, and opportunity to participate in the social cause community as a predictor of future participation behaviors.

INTRODUCTION

The Corporation for National and Community Service states that one out of every three Americans who volunteer during the previous year do not return the following year (Volunteering, 2010). Between 2009 and 2010, the retention rate for volunteers dropped 2 percentage points. Although it is difficult to place a value on volunteers' time, The Corporation for National and Community Service (2012) estimated that in 2012, 64.5 million Americans volunteered 7.9 billion hours which was valued at approximately $175 billion. Given that there are an estimated 1.5 million not-for-profit organizations (NFPO) in the

United States, which account for approximately 5% of the GDP in the US (Sector Report, 2010), this drop in volunteer retention is cause for concern. McPherson and Rotolo (1996) suggested that the emergence of new competitors for the time and other resources of volunteers will impact existing not-for-profit organizations' ability to retain existing members or attract new ones. This proposition is supported by recent reports which indicate that although volunteering has been steadily on the rise (Volunteering, 2010), there is also evidence (Corporation for National and Community Service, 2010) to suggest that because of the large variety of volunteer opportunities, individuals are demanding more flexibility and control over when and with whom they commit their time and financial resources. For managers of not-for-profit organizations the question that arises is **"***What can I do to get greater participation in my cause?"*

To address the issue of increasing participation, one type of strategy is to focus on *why* individuals donate to or participate in not-for-profit organizations. From a sociological and consumer behavior perspective, an often-cited source (Smith, 1994; Clary, Ridge, Stukas, Snyder, Copeland, Hougan, & Miene, 1998; Houle, Sagarin, Kaplan, 2005) of motivation for volunteering is an individual's need for affiliation. One of the marketing strategies implemented by not-for-profit organizations has been the creation of social events surrounding the organization's cause. Examples of events that have evolved from social causes include the American Cancer Society's Relay for Life, The Susan G. Komen 3-Day Walk, and the Muscular Dystrophy Telethon. Although these social cause events can be viewed as a form of *social marketing*, (originally defined by Kotler and Zaltman (1971) as an application of marketing concepts and techniques to the marketing of various socially beneficial ideas and causes), they differ in significant ways.

Social cause communities are generally composed of individuals that see themselves as part of a group that is organized around common values and possess social cohesion. The sharing of information and experiences among members promotes deep relationships within the social cause community. In this study, a social cause community is defined as a group of individuals whose interaction is based upon their shared emotional connections, values, and beliefs in relation to a particular not-for-profit-organization's social cause (McMillan and Chavis, 1986; Bartle, 2009).

BACKGROUND

Social cause community marketing is one aspect of the broader scope of cause marketing. *Cause marketing*, *social marketing*, and *non-profit marketing* are terms that can become conflated. In general, *cause marketing* links commercial activity to a social cause (Boone and Kurtz, 2007; Eikenberry, 2009). For example, a manufacturer of a consumer product contributes money to a local or national charity for every item purchased. *Social marketing* is generally described as attempts to modify behavior towards an objective with social merit (energy conservation, fasten seat belts, avoid alcohol and drug abuse) with no direct benefit to the sponsoring organization (Kotler and Zaltman, 1971, Andreasen, 1994). *Non-profit marketing* can be characterized as simply urging people through various communication efforts to patronize their specific organization or to donate to it.

The differentiating factor among these definitions is the goal of the marketer. The goal of cause related marketers is for consumers to engage in philanthropy by consumption (Eikenberry, 2009), thereby raising funds and awareness for charities while, at the same time, increasing the corporation's brand awareness and profits. In contrast, the not-for-profit organization's marketing strategy of developing *social cause communities* is to build long-term communities of supporters who can sustain the organization's work. Thus, it is important for the not-for-profit organization managers to understand the factors that influence the choice of participation behaviors by members of social cause communities when developing such marketing strategies.

Social Cause Communities

There are a number of ways in which individuals can participate in social cause communities. Although the specific goals and missions differ among not-for-profit organizations, they share the

objective of creating social cause events as vehicles for fundraising. Therefore, one way in which an individual can participate in the social cause community is by donating money. Individuals can also participate in the social cause by donating their time, effort, and talent. Offering individuals more than one way to donate their time helps the social cause organization reduce volunteer burnout. For example, the American Cancer Society's Relay for Life volunteers are encouraged to only serve for about 3-4 years as event chairs (B. Savage, personal communication, November 29, 2010), after which time they are encouraged to participate in another role. This provides opportunities for other volunteers to increase their levels of participation via other types of involvement, thereby broadening the social cause community's reach.

In addition to giving (1) money and (2) time, effort, and talent to face-to-face communities, technology has enabled these social cause communities to extend participation opportunities beyond the physical boundaries imposed by face-to-face communities to online communities. The use of social media platforms enhances participation in online social cause communities by promoting deep relationships through the sharing of information and experiences among members (Kane et al., 2009; Wu, Chen, and Chung, 2010; and Jang et al. 2008).

Social cause communities (both online and face-to-face) share similar characteristics to brand communities. Muniz and O'Guinn (2001) identified three characteristics that contribute to the formation of brand community: (1) consciousness of kind (bonds that exist between customers of a brand), (2) shared rituals and traditions (events, celebrations, and activities that are unique to that particular brand), and (3) a sense of moral responsibility (shared duty among the individual members of the community). Hassay and Peloza (2009) proposed that Muniz and O'Guinn's (2001) concept of brand community be extended to the not-for-profit sector's charity brand communities. In this regard, social cause community membership is based upon an individual's identification with the cause (brand), the not-for-profit organization (brand manufacturer), and/or the social cause community (face-to-face or online community).

THEORETICAL FRAMEWORK

Research on what motivates a volunteer to participate in not-for-profit organizations is well established (Kessler, 1975; Smith, 1981; Clary, Snyder, & Ridge, 1992; Pike, 1992; Yeung, 2004; Laverie and McDonald, 2007; Kang, Lee, Lee, and Choi, 2007). However, this study seeks to extend this research into social causes in order to determine if individuals who seek participation in social causes do so because participation protects or enhances their self-image. To begin to integrate these concepts in this study, participation in the social cause is used as an identifier for the participant. In other words, the participation activity serves as an adjective describing that person (Barone, Shimp, and Sprott, 1999).

One stream of research focusing on the relationship between self-image and brand or product images considers *Self-congruity Theory.* An individual's perception of self or self-image, also referred to as self-concept (Sirgy, 1982), is characterized as a multi-dimensional construct comprised of the *actual self* (how a person sees himself), *the ideal self* (how a person would like to perceive himself), and the *social self* (how an individual perceives how others perceive him). Self-congruity theory posits that a potential, prospective purchaser will more favorably evaluate those brands or products that most closely describe (match) his/her self-image (Barone et al, 1999; Sirgy, 1982; 1985). Thus, if the brand or product image closely matches (is congruent with) the consumer's self-image, the self-congruity effect will occur. Beerli, Diaz, and Martin (2004) and Randle and Dolnicar (2009) extended the relevance of self-congruity theory beyond product marketing to volunteering. Beerli et al (2004) found that the self-congruence of volunteers has an influence on the type of not-for-profit organization chosen. Randle and Dolnicar (2009, 2011) found that images were more congruent between the images the volunteers had of themselves and the organizations in which they participated than the organizations in which they did not participate.

For marketers of social cause communities, the desired behavior resulting from self-congruity is the continued participation of existing members and the recruitment and retention of new members. These findings in the literature suggest that managers of not-for-profit organizations can attract or retain

volunteers by using marketing tactics to create the type of organizational image with which current volunteers can identify and prospective volunteers would like to identify. Used in this application, a perceived brand image or brand personality of an organization parallels the *concept* of a perceived brand image or brand personality for a product. Therefore, the first purpose of this study is to extend those of Beerli et al. (2004) and Randle and Dolnicar (2009, 2011) by applying self-congruity to the participation behaviors in social cause communities to answer the question: *Are the self-images of volunteers more congruent with the activities in which those volunteers participate than with activities in which those volunteers do not participate?*

A second stream of research has focused on other factors that motivate participation. Clary et al. (1992) asserted that volunteer activities fulfill (satisfy) more than one motivation and that volunteers are satisfied and remain engaged with the organization to the extent that participation satisfies their needs (e.g., the perceptions that they are not doing everything to enhance or protect their self-images). In effect, the motivational factors are tied to the self-images for present, potential, and/or prospective volunteers. This is a particularly salient issue for not-for-profit organizations because the roles of the social cause community members in relationship to the social cause itself may change. For instance, people may initially become involved in a social cause community built around a particular illness or disease as a result of their need for support in their role as a caregiver to an afflicted individual. If the afflicted individual succumbs to the illness, the person's role as a caregiver may no longer be relevant, thereby shifting his or her identification with the social cause and subsequent level of participation. Because participation behaviors of not-for-profit social cause communities' members reflect an underlying direction and degree, motivation is implied. However, although participation may fulfill one or more of a volunteer's unmet needs, not all social cause community members participate in the same manner and to the same degree. In effect, participation may be influenced by other factors.

MacInnis and Jaworski (1989) purported that an individual's motivation to engage in a behavior is moderated by ability and/or opportunity to engage in that behavior. Barone et al (1999) and Aaker (1999) provided empirical evidence that self-congruity impacts on consumer behavior are influenced by moderating factors. The moderating role of the constructs: motivation, opportunity, and ability (MOA) have been examined in a variety of settings. Hung and Petrick (2011) found a moderating effect of self-efficacy (perceived ability to travel) on the relationship between self-congruity and travel intentions. Sundeen et al (2007) proposed that the availability of resources such as time (opportunity) or money (ability) influences volunteering by imposing different constraints on the roles and resources of potential volunteers. Therefore, we contend that the MOA framework can be extended to volunteerism and act as a moderator between self-congruity and participation. Therefore, the second purpose of this study is to examine the relationships among motivation, ability, and opportunity as a part of a person's self-concept and its effect on self-congruity including participatory behaviors of social cause community members.

Early empirical work focused on the congruity between selves (as a one dimensional construct) and the image of consumer products such as automobiles (Birdwell, 1968; Grubb and Hupp, 1968). However, tests of congruity between actual/ideal self-concept and product image were equivocal and varied from product to product (Landon, 1974). Sirgy (1980, 1982, 1985) expanded the relationship by viewing the self as a multi-dimensional construct focused not only on the *actual self* (how people see themselves) and the *ideal self* (how people would like to perceive themselves), but also the *social self* (how people perceive how others perceive them). Samli and Sirgy (1981) and Sirgy (1980, 1985) also found the direct relationship between self-congruity and behavior to be equivocal. While studies have explored self-congruity effects and the role of various moderating factors with regard to *for-profit* brand marketing (Barone et al, 1999; Sirgy et al, 2005, 2008; and Liu, Lu, Liang, and Wei, 2010), this study proposes that a moderated model is also needed to explain how self-congruity influences the participation behavior in a social cause community. Therefore, the relationships between constructs depicted in Figure 1 will be explored by integrating self-congruity and the MOA theoretical framework into a single model.

FIGURE 1
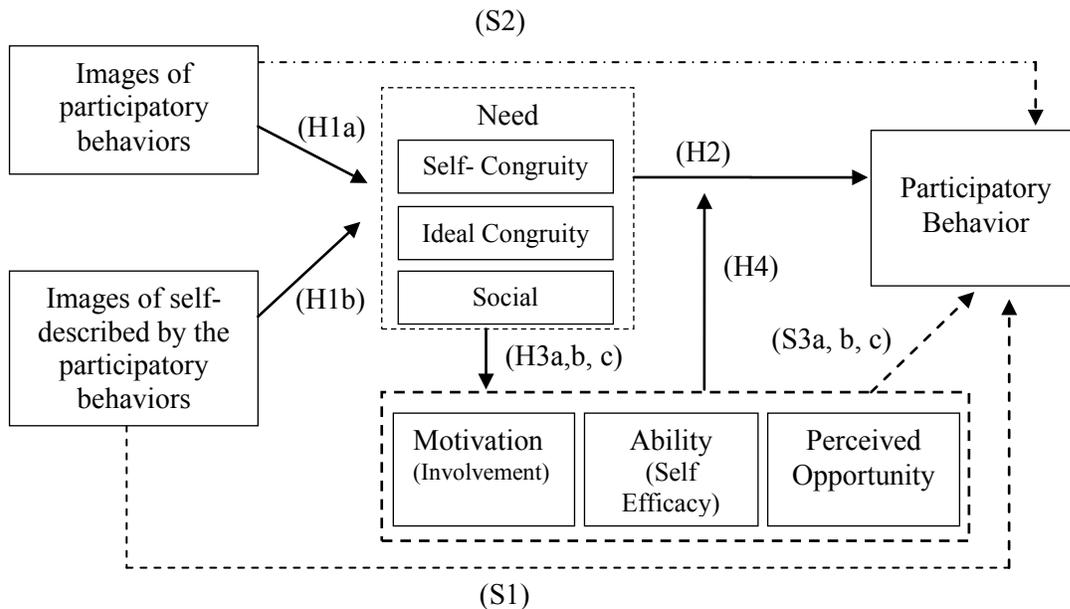**CONCEPTUAL FRAMEWORK FOR TESTING RELATIONSHIPS**

Figure 1 depicts the relationships between self-congruity, motivation, ability and opportunity and the individual's choice of participatory activities. The dotted lines depicted in Figure 1 represent suppositions. The solid lines shown in Figure 1 represent the hypothesized relationships among the constructs. Listed below are the suppositions and hypotheses that will be tested in this study and their corresponding labels as depicted in Figure 1.

S1	*Images of self are positively related to participation.*
S2	*Images of participatory behaviors are positively related to participation.*
S3a	*An existing or potential participant's motivation is positively related to participation.*
S3b	*An existing or potential participant's perception of ability (self-efficacy) is positively related to participation.*
S3c	*An existing or potential participant's opportunity is positively related to participation.*
H1a	*Congruity is affected by images of participatory activities. Congruity is large if there is a small difference between self-images and images of participatory behavior. Congruity is small if there is a large difference between self-images and images of participatory behavior.*
H1b	*Congruity is affected by images of self (as described by participatory behaviors). Congruity is large if there is a small difference between self-images and images of participatory behavior. Congruity is small if there is a large difference between self-images and images of participatory behavior.*
H2	*Congruity between images of self and images of participatory activities is positively related to participation.*
H1a: H2	*Congruity mediates the relationship between images of participatory activities and participatory behaviors.*
H1b: H2	*Congruity mediates the relationship between images of self and participatory behaviors*
H3a	*Motivation is affected by congruity between actual, desired, and social self-images. High levels of congruity between actual, desired, and social self-images are negatively related to high levels of motivation.*

H3b	*Perception of Ability (self-efficacy) is affected by congruity between actual, desired, and social self- images. High levels of congruity between actual, desired, and social self-images are positively related to high levels of ability (self-efficacy).*
H3c	*Perceived Opportunity is affected by congruity between actual, desired, and social self-images. High levels of congruity between actual, desired, and social self-images are positively related to high levels of perceived opportunity.*
H4	*The relationship between congruity and participation is moderated by motivation, ability and opportunity.*

METHOD

To test the proposed hypotheses, data was collected from participants in an established social cause community known as the Relay for Life, which is associated with the national nonprofit organization, The American Cancer Society (ACS) through the use of an electronic survey. The Relay for Life was selected as an appropriate organization from which to gather data as it exhibits many of the characteristics of social cause communities described by McMillan and Chavis (1986) and Bartle (2009) as a group of individuals whose interaction is based upon their shared emotional connections, values and beliefs in relation to a particular not-for-profit-organization's social cause. Participants completed a survey which included questions relating to past volunteering behavior, images of self, images of three general types of participation behavior related to the social cause community (i.e., donation of money, donation of time in face-to-face activities, and donation of time in online activities) and demographic information. Face-to-face activities were defined as any type of in-person activity related to the social cause such as attending events or chairing a committee. Online activities were defined as a participant's donation of time to the social cause in a virtual setting such as posting comments on a discussion board, blogging, or interactions on other types of social networking sites. A total of 167 participants completed the survey. The data were analyzed using SmartPLS®, a software application that employs partial least squares (PLS) path modeling techniques.

RESULTS

The PLS model was analyzed and interpreted in two stages: the measurement model and the structural model (Henseler, Ringle, and Sinkovics, 2009; Anderson and Gerbing, 1988). In the first step, the measurement model was assessed for adequate validity and reliability of the items and constructs in the model. As shown in Table 1, each of the constructs shown in Figure 1 demonstrated good internal reliability and consistency.

TABLE 1
RELIABILITY STATISTICS

Construct	Composite Reliability	Cronbach's Alpha
Image_Donor	0.902	0.869
Image_FTF	0.900	0.865
Image_ONL	0.943	0.927
Actual Self Image	0.838	0.764
Ideal Self Image	0.889	0.853
Social Self Image	0.877	0.831
Participation	0.844	0.806
Motivation	0.909	0.868
Ability	0.826	0.693
Opportunity	0.842	0.634

In Step Two, we assessed the quality of the structural model. Using SmartPLS®, the structural model was assessed by path coefficients and the endogenous latent variable's coefficient of determination (R^2) (Chin, 2003) in the dependent constructs. First the suppositions proposed in the outer model (dotted lines in Figure 1) were analyzed.

S1   Images of self are positively related to participation.

To test whether path coefficients differ significantly from zero, t-values were calculated using the bootstrapping procedure in SmartPLS® described by Chin (1998). All three images of self (actual, ideal, social) were significantly related to participation (t = 10.2, 10.01, and 11.4, respectively; p<.01).

S2   Images of participatory behaviors are positively related to participation.

The three types of participatory behavior identified in this study are broadly defined as donation of money, volunteering time in face-to-face (in-person) activities, and volunteering time in a virtual activity. Therefore, each of the path relationships between images of participatory behaviors and participation was tested separately. For each of the path relationships, the t-values were significant (t = 9.29, 8.945, and 8.69; p< .01).

S3a.   An existing or potential participant's motivation is positively related to participation.
S3b   An existing or potential participant's ability is positively related to participation.
S3c   An existing or potential participant's opportunity is positively related to participation.

All three constructs of the MOA framework were found to be significantly related to participation. PLA analysis yielded the following results: Motivation → Participation (t = 17.9353, p <.01); Ability → Participation (t = 15.0831, p < 0.01); and Opportunity → Participation (t = 35.732, p < 0.01).
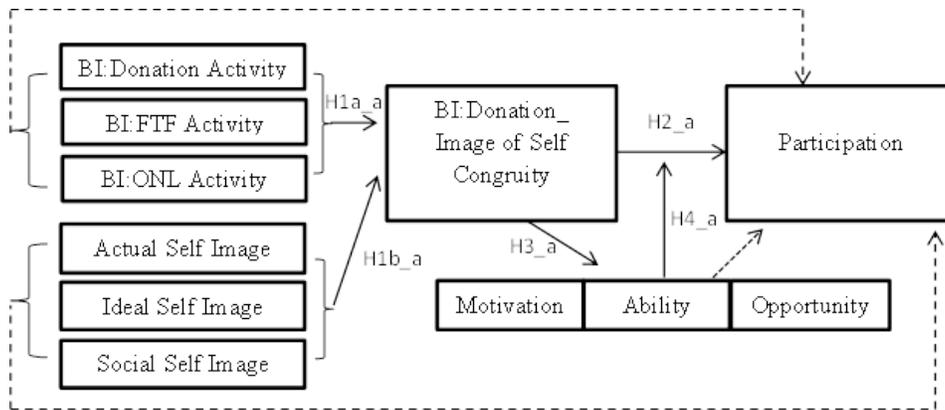
HYPOTHESIS TESTING

Each of the hypotheses proposed in this study involves the self-congruity construct. Using a generalized absolute difference model (Dolich, 1969, Sirgy & Danes, 1982, Beerli, *et al.*, 2004; Randle et al, 2011), three types of self-congruities constructs (actual self-congruity, ideal self-congruity, and social
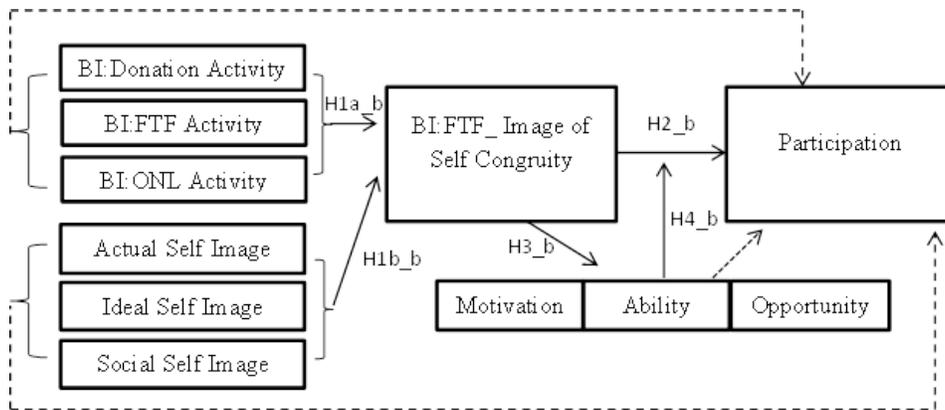
self-congruity) were calculated. Following the assertion of Beerli et al. (2004, p. 41), that to find significant differences between the perceptions of self would be a sign of "serious psychological problems," factor analyses for each of the three types of participatory activities (donation of money, face-to-face activities, and virtual activities) were conducted. Because these yielded only one factor of congruence (total variance explained > 72%), congruency was treated as one construct comprised of three latent variables for each *type* of participatory activity. However, since congruity between images of participatory behavior in a volunteer organization and images of self is being considered in this study as analogous to the congruity between images of self and images of an individual brand in a consumer marketing application, the three different types of congruity were analyzed as distinct "brands" (Figure 2 – Model A, B, and C).

FIGURE 2
INDIVIDUAL CONGRUITY FRAMEWORK FOR TESTING RELATIONSHIPS
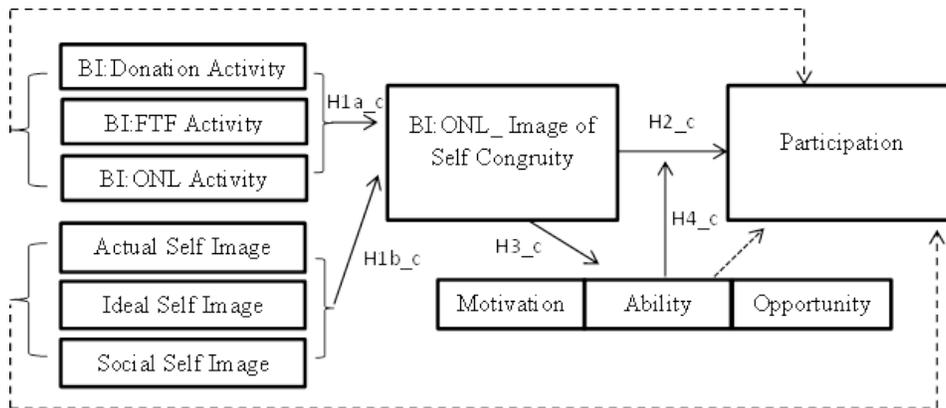
Model A

Model B

Model C

Table 2 depicts the results for the hypothesized relationships (H1, 2, and 3) shown in Models A, B, and C.

TABLE 2
SUMMARY OF THE HYPOTHESIS TESTING RESULTS

Hypothesis	Path Relationship	Standard Path	Standard Error	Critical Ratio (t-value)	p	Support of hypotheses
H1a_1a	BI_donation -> Con_Don	-0.611	0.071	8.597	***	
H1a_2a	BI_FTF -> Con_Don	0.126	0.064	1.975	*	
H1a_3a	BI_ONL -> Con_Don	0.006	0.047	0.119	< 0.906	
H1a_1b	BI_donation -> Con_FTF	-0.196	0.074	2.654	**	
H1a_2b	BI_FTF -> Con_FTF	-0.220	0.087	2.531	**	Partially Supported
H1a_3b	BI_ONL -> Con_FTF	0.051	0.056	0.896	< 0.370	
H1a_1c	BI_donation -> Con_ONL	-0.097	0.081	1.201	0.2307	
H1a_2c	BI_FTF -> Con_ONL	0.218	0.140	1.562	0.1189	
H1a_3c	BI_ONL -> Con_ONL	-0.561	0.078	7.188	***	
H1b_1a	ACT_SELF -> Con_Don	-0.181	0.081	2.242	*	
H1b_2a	ID_SELF -> Con_Don	0.137	0.074	1.847	< 0.065	
H1b_3a	SS_SELF -> Con_Don	0.069	0.065	1.058	< 0.290	
H1b_1b	ACT_SELF -> Con_FTF	-0.277	0.084	3.303	***	
H1b_2b	ID_SELF -> Con_FTF	0.143	0.075	1.905	*	Partially Supported
H1b_3b	SS_SELF -> Con_FTF	0.062	0.077	0.801	< 0.423	
H1b_1c	ACT_SELF -> Con_ONL	0.050	0.066	0.753	0.4519	
H1b_2c	ID_SELF -> Con_ONL	0.001	0.077	0.019	0.985	
H1b_3c	SS_SELF -> Con_ONL	-0.013	0.070	0.179	0.8582	
H2_a	Con_Don -> Participation	-0.082	0.038	2.166	*	
H2_b	Con_FTF -> Participation	-0.018	0.034	0.545	<0.585	Partially Supported
H2_c	Con_ONL -> Participation	-0.006	0.042	0.149	0.8816	
H3a_a	Con_Don -> MOT	-0.224	0.046	4.908	***	
H3a_b	Con_FTF -> MOT	-0.236	0.058	4.094	***	Partially Supported
H3a_c	Con_ONL -> MOT	-0.052	0.045	1.160	0.2467	
H3b_a	Con_Don -> ABl	-0.272	0.043	6.346	***	
H3b_b	Con_FTF -> ABl	-0.229	0.046	4.959	***	Supported
H3b_c	Con_ONL -> ABl	-0.121	0.053	2.288	*	
H3c_a	Con_Don -> OPP	-0.248	0.044	5.677	***	
H3c_b	Con_FTF -> OPP	-0.163	0.044	3.673	***	Supported
H3c_c	Con_ONL -> OPP	-0.165	0.045	3.699	***	

*p < .05   ** p < .01   *** p < .001

Tests of Moderation

Figure 2 (Line H4) shows that Motivation, Ability, and Opportunity are proposed to act as moderators for congruity between images of participatory behavior and images of self and participation. Motivation was found to have a significant moderating effect on the relationship between Con_FTF * Motivation→ Participation (t = 2.535, p < .01) and Con_ONL * Motivation → Participation (t = 2.616, p <.01). Ability was found to have a significant moderating effect on the relationship between Con_FTF * Ability

Participation (t = 2.49, p < .01) and Con_ONL * Ability→ Participation (t = 2.55, p < .01). Opportunity was also found to have a significant a moderating effect on the relationship between Con_FTF * Opportunity → Participation (t = 2.541, p <.01) is Con_ONL * Opportunity → Participation (t = 2.68, p < .01).

DISCUSSION

One purpose of this research was to determine if the concepts of self-congruity theory could be extended to the participation behavior of volunteers in social cause communities. More specifically, it was to examine the impact of congruity between a social cause community member's self-image and the images of the participatory behavior on volunteer participation behavior. The results presented show that the social cause community's images of self (actual, ideal, social) and the images of the participation behavior (donation, face-to-face, online) are positively related to the member's participation behaviors (Suppositions 1 and 2). These findings are consistent with previous studies (Clary et al, 1998; Bowles and Gintis, 1986; Aaker et al, 2010; Houle et al, 2005). The findings also show that motivation, ability, and opportunity are positively related to participation behavior (Suppositions 3). By confirming the relationships posited in each supposition, the foundation for testing the hypotheses was established. It also provided support for integrating self-congruity and the MOA theoretical framework in a single model.

The second purpose of this study was to examine the relationships among motivation, ability, and opportunity as a part of a person's self-concept and its effect on self-congruity including participatory behaviors of social cause community members.

The congruity relationships between images of self and images of the participatory behavior were examined separately in Model A, B, and C. In all three models, the images of participatory behavior were significantly related to their respective congruity construct (H1a). For example, in Model A, images of donation behavior were significantly related to the congruity construct, i.e., to self-image. Model A also revealed that images of face-to-face activities were related to lower levels of congruity between donation activities and images of self. Conversely, in Model B, images of donation behavior were related to higher levels of congruity between images of face-to-face activities and self-image. These findings may suggest that the order in which images of an activity are established or the strength of the activity's image is related to self-congruity relationships involving other types of activities.

A social cause community member's actual self-image and ideal self-image were shown to be significantly related to only donation activity: self-image congruency and face-to-face activity: self-image congruency, but not online activity:self-image congruency (H2a). This may be the result of underdeveloped image of online activities due to the relatively new emergence of social networking and other online tools. An individual's social self-image was not a significant factor in any of the three models. These findings are in line with those from the study, "Why People Volunteer" (Pike, 1992, p.16) which noted that some do not like to talk about their volunteer work "for fear of being labeled a `do-gooder' or someone who is seeking praise."

Testing of hypotheses H4 (a, b, c) revealed that high levels of congruity between self-images and images of all three types of participatory activities were found to be positively associated with motivation, ability, and opportunity. Only the relationship between images of online/virtual activity: self-image congruity and motivation was not significant. These findings support the integration of self-congruity and the MOA framework into a single model.

Tests of the relationship between the congruity constructs and participation (H2) yielded mixed results. Of the three types of self-image:participation image congruity, only the relationship between donation behaviors: images of self congruity to participation behavior were significant. This result was surprising as previous studies (Beerli et al, 2004, Randle and Dolnicar, 2009) have shown that congruency between the volunteer's self-images and the image of the NFPO *did influence* the choices and behaviors of the volunteer. However, Wu and Zumbo (2008) explained that the relationship between two constructs may be unexpectedly weak due to the presence of a hidden moderation effect. Further testing of the constructs motivation, ability, and opportunity did in fact show that each of these constructs had a

significant moderating effect on the relationship between face-to-face:images of self congruity and participation and on the relationships between online participation behavior: images of self congruity and participation. The moderating effect of motivation, ability and opportunity offers some explanation as to the lack of support found in Models B and C for hypotheses H2, H1a:H2 and H1b:H2. It also provides additional explanation for Samli and Sirgy's (1981) and Sirgy's (1980, 1985) equivocal findings on the direct relationship between self-congruity and behavior.

IMPLICATIONS

Several practical implications emerge from this study. First, how individuals perceive themselves (actual or ideal) or how others perceive them as well as the images of the participation behavior influences their participation in the social cause community. Thus, managers of not-for-profit organizations should seek to facilitate matched between images of participatory activities and the volunteer's images of self. In addition, since congruity between a social cause community member's self-image was not shown to be significantly related to online activity, this may indicate that the "brand image" of volunteer participation through online activities is not well established. Therefore, organizations may wish to explore promoting online participation activities in terms that are relatable to the volunteer's actual or ideal self-image.

Second, motivation, ability, and opportunity were shown to be significant influencers on a volunteer's participation behavior. Since motivation was operationalized using measures of involvement, it is important that managers foster a sense of inclusion among volunteers. Of the three constructs, opportunity had the strongest relationship to participation. Therefore, managers should find ways for volunteers to participate easily by reducing barriers caused by perceived time constraints.

Finally, motivation, ability and opportunity were found to be moderators between both the face-to-face and online congruity constructs and participation. Therefore, while managers seeking to maintain or increase participation in their social cause community need to ensure there is a strong match, they must also be aware that any of the three (motivation, ability and opportunity) can have an effect in whether or not the volunteer actually engages in some type of participatory behavior.

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