

12-2015

An Investigation of Research on Altruism in Recent Literature of the Three Sectors: Public, Private, and Non-Profit

Jennifer Saksa
Grand Valley State University

Follow this and additional works at: <https://scholarworks.gvsu.edu/honorsprojects>



Part of the [Business Commons](#)

ScholarWorks Citation

Saksa, Jennifer, "An Investigation of Research on Altruism in Recent Literature of the Three Sectors: Public, Private, and Non-Profit" (2015). *Honors Projects*. 556.
<https://scholarworks.gvsu.edu/honorsprojects/556>

This Open Access is brought to you for free and open access by the Undergraduate Research and Creative Practice at ScholarWorks@GVSU. It has been accepted for inclusion in Honors Projects by an authorized administrator of ScholarWorks@GVSU. For more information, please contact scholarworks@gvsu.edu.

**An Investigation of Research on Altruism in Recent Literature of the Three Sectors:
Public, Private, and Non-Profit**

Jennifer Saksa

Abstract

The purpose of this study was to investigate the topic of altruism in the recent research literature of the public, private, and non-profit sectors. The top twenty most cited articles of each of the three sectors from 1995 to 2014 were retrieved from the Web of Science Journal Citation Report database and reviewed. Data was accumulated for content analysis of trends of publishing, changing industry viewpoints on altruism, and how altruism is referenced in these articles in each sector. With the results of the literary analysis, altruism can be considered a developable skill by organizations and that it can be encouraged through networking between the sectors. Altruism is also demonstrated to be more common in the nonprofit sector, based on nonprofit's unique ability to attract people with higher altruistic attitudes, but altruism and other forms of altruism are also very prevalent in the public and private sectors.

Introduction

In research, altruism can be understood in terms of psychology, human behavior, evolutionarily, economically, and more. This has led to multiple interpretations of altruism in the nonprofit sector, as well as the private and public sectors. Altruism has multiple definitions, but at its core it “captures a concern for others that is not linked to a concern for oneself” (Rutherford, 2010, p. 1033). There are many types of altruism that have developed throughout different schools of thought. Some of the most common are listed in a quote from D’Souza & Adams next.

Many distinct ideologies have emerged to explain altruism, namely pure and impure altruism (Andreoni, 1990), reciprocal altruism (Trivers, 1971), competitive altruism (Roberts, 1998), psychological altruism (Wilson, 1992), ethical egoism (Medlin, 1957), psychological egoism (Feinberg & Shafer-Landau, 2008), moral obligation (Wolfe, 1991), ethical altruism (Caplan, 1978), rational egoism (Mueller, 1986), enlightened self-interest (Keim, 1978), deferred gratification (Schneider & Lysgaard, 1953), unenlightened self-interest (Smith, 2010), effective altruism (Singer, 2010), utilitarianism (Mill, 2007) and consequentialism (Scheffler & Scheffler, 1994) (D’Souza & Adams, 2014, p. 183).

Altruism is a trait that is represented in all three sectors. It is especially prevalent in the nonprofit sector as altruistic practices are a core component of the creation of nonprofits and foundations (Duncan, 2004). As the nonprofit sector grows exponentially, intertwining of the three sectors is shown to be growing as well. This trend has exposed the concept of altruism into industries where it has previously never been allowed or noticed. In other words, the “move to

involve charities in ‘quasi-markets,’ competing to win contracts to provide public services, has highlighted the need for a better understanding of the economics of charities and how their behavior in competitive environments might differ from private firms” (Rutherford, 2010, p. 1032). Private firm giving and nonprofit giving, while both benefit those in need and are philanthropic donations, stem from very different stimuli.

The similarities and differences of charities and nonprofits as related to the other sectors will be explored as well as the three sectors’ current understanding of altruistic tendencies in employees. An extensive literature review was conducted to determine how altruism is being discussed across the three sectors. Articles were chosen from the Web of Science Journal Database from the years 1995 to 2014. The twenty top-cited articles from each sector were used to conduct this literature review. By choosing the highest cited articles, it is inferred that these articles are the most widely read and shared throughout the sector. A cross- sector comparison is then performed which helps determine altruistic qualities as demonstrated in the three sectors management. By understanding the prevalence and ways to generate altruism, businesses and nonprofits can essentially manipulate donors as well as better understand the motivation behind current giving trends. Altruistic tendencies in employees are also shown to correlate with job satisfaction and even work productivity in all three sectors.

Several questions arose throughout the research process including: Is true altruism possible in the workplace, and if so, how common is it? It is rare to see charitable giving with no expectation for a return in some manner. How does management treat altruism in their organizations in the three sectors? Popular image would have one believe that altruism is heartily encouraged at nonprofits and stamped out in business ventures, but what is the truth behind that image? How do public service motivation and altruism compare? With the Web of Science

Journal Citation Report, citation data is available for each article selected. Trends can be viewed for citation amounts and what year the topic of altruism was increasing or decreasing in popularity.

A recent article “Altruism by Job Sector” published in 2015 by Jaclyn Piatak succinctly summarizes the need prompting the exploration of the topic of altruism in her introduction. An excerpt is included below as it equally effective in helping define the need for altruism investigation for this literature analysis.

[...] Younger individuals see opportunities to engage in public service in nonprofit and for-profit organizations, which has undoubtedly affected the ability of government agencies to recruit and retain those with public service values. [...] Are public and nonprofit employees any different from those in for-profit organizations, especially when it comes to public service values? Understanding why individuals engage in public service is arguably more important than ever as social capital and civic engagement decline. (Piatak, 2015, pp. 877).

Altruism, as well as public service motivation, are two qualities a potential employee can possess in any of the three sectors. The literature may demonstrate that altruism is encouraged more for nonprofit sector employees rather than private sector employees. The literature analysis helps provide a better image of employee altruism in each of the three sectors, as well as the concept of altruism as a developable skill that can be encouraged by an organizations management. Employees in all three of the sectors, as demonstrated through recent cited articles, with higher rates of altruism and public service motivation are happier, feel as if their career has a purpose, and oftentimes put more effort into their work. Employees with inherent altruistic

tendencies are seen to gravitate towards the nonprofit sector because nonprofits are created to effectively cater to the needs of the individual. Networking between the three sectors is getting more common and is shown to be able to help develop altruism and philanthropic efforts in an organization's employees and management no matter the sector.

Statement of Methodology

This literature analysis was done by viewing journals and reading articles from the Web of Science, Journal Citation Reports, a reputable and often used source in other published citation analyses (see for example Yang & Tsaih, 2010; Torres-Salinas, Lopez-Cozar, & Jimenez-Contreras, 2009; and Vanga et al., 2015). Only articles and reviews were included in the analysis. Terms used for searching articles included "altruism" and "altruistic behavior" as keywords. The default search choice was changed to make the articles choose either term, instead of requiring every article to include both terms. The years published were limited to 1995 to 2014 to offer relatively recent articles, while also being able to show any trends in the citation of altruism. Similar terms like "charity" or "philanthropy" were not used as this analysis was specifically formed around the more elusive concept of altruism. The public sector subheading choices included the categories of "Public Administration" and "Political Science." The private sector subheadings were limited to the topics of "Business," and "Business Finance," and "Economics." The Nonprofit sector provided difficulties as there was no subheading choice for nonprofits, philanthropy, or charity. Therefore, the altruism search terms were applied and next the search was refined by adding in the topic of "Nonprofit" and "Non-Profit." The articles chosen to be reviewed are detailed in Appendix A for the Public sector, Appendix B for the Private sector, and Appendix C for the Nonprofit sector.

Literature Analysis

The debate over altruism continues to develop as to whether it is a born trait, learned trait, or not even a character trait at all and instead, simply social pressure. A common explanation for altruism is that people are inherently giving when presented with the right situation and social pressures, such as when they perceive a child in need. From “a social-psychological perspective, altruism is a disposition or identity” with the problem being “whether people are truly altruistic or whether their actions are covertly selfish in some way- a question of purity of motive” (Healy, 2004, p. 388). Purity of motive is central to the debate of altruism, as if the action performed has an ulterior motive, it cannot be classified as altruistic.

This concept of altruism and motive is explained through multiple interpretations, for example when “Sober and Wilson (1998) note that evolutionary biologists define altruism entirely in terms of survival and reproduction” (Healy, 2004, p. 388). These biologists conclude that a “behavior is altruistic when it increases the fitness of others and decreases the fitness of the actor” (Healy, 2004, p. 388). This concept of a trade-off in an altruistic action is accurate, but potentially less dramatic in a real life setting on a daily basis. The trade-off may simply represent the actor accepting no gain from an action; they do not necessarily have to have a detriment given to them. Even volunteers, who donate their time with no reward, are able to “derive a reward for their efforts, which includes opportunities to socialize” (Bowman, 2004, p. 249).

Categories of Altruism

Altruism is generally categorized into three kinds of altruistic giving. These include “one-shot opportunities with no organizational context; conventional or routine actions, also with little in the way of formal social organization; and repeated giving managed by organizations” (Healy,

2004, p. 391). These different types of altruistic action generally come from a person's response to a prompt as volunteerism "results from the overflowing need many people have to express themselves which compels them to act" (Perry et al., 2008, p. 4). Different organizations prompt that need in a variety of manners which then results in different forms of giving; one-shot temporary donations or repeated, habitual giving. Some people respond better to an urgent call for aid while others prefer to slowly provide monetary support to promote a legislative change to society. These are all forms of giving and altruism, if the giving is performed in a manner without ulterior motives or future plans to gain from the action.

Public service motivation represents a subset of altruism that directly affects a community and society. This type of altruism is often linked to the public sector and public sector employees. It can specifically be used to describe an action or even a person's disposition. It is "useful for predicting outcomes that are important to public organizations and to society" (Perry et al., 2008, p. 1). This idea of a public service motivation is credited to "actually represent an individual's predisposition to enact altruistic or pro-social behaviors regardless of setting" (Moynihan & Pandey, 2008, p. 3) Learning about altruism is a necessity for public and nonprofit organizations and, an unseen asset to the private sector. Having a better "understanding of public service motivation among citizens could be beneficial for conceptualizing how public responsibilities are devolved across our society" (Perry et al., 2008, p. 2). It is necessary to disassemble the roots of altruism and how it is portrayed in the different sectors to know how to best sustain it, as well as for how to better understand others with high altruistic tendencies.

Exercising altruism

To make giving and donations more effective, nonprofits have studied manners in which to promote altruism in their donors and their audience in general. Nonprofits are keen to learn the best candidates to target that would have the highest chance for large, repeated donations. It has even been suggested that a quality like altruism can be thought of as “being a capacity or skill that becomes more available with regular use” (Healy, 2004, pp. 400). This concept encourages nonprofits to continue contacting donors as well as rewarding donors with feedback and souvenirs to keep the organization in a positive light. It is necessary to contact donors for regular donations because “givers seem to have latent demands to donate [in that] until they are asked, this demand goes unexpressed” (Andreoni & Payne, 2003, p. 793). While this is a necessary tactic from nonprofits it has resulted in altruism becoming “highly institutionalized” (Healy, 2004, p. 387). Without these organizations, many altruistic actions would not happen meaning that “helping, giving, or caring is systematically elicited from people by organizations that are usually the immediate recipients of individual good will or at least, the necessary brokers for it” (Healy, 2004, p. 387). Furthermore, donors now have the ability to attach strings to their contributions in the nonprofit sector (Valentinov, 2011, p. 901). This diversion of pure altruism into more “self-interested behavior has resulted in a separation between the economics of charity and the concept of altruism, where charitable behavior has been modeled as firmly rooted in self-interest” (Rutherford, 2010, p. 1032).

Citation Graphs & Analysis

The private sector overwhelmingly shows a higher amount of total citations, due to the fact that this sector is much larger than the public and nonprofit sectors (Appendix D). The most cited private sector article averaged at almost 20 citations a year, compared to the public and

nonprofit sector's average of 6 (Appendix D, E, & F). This could show a rising interest in altruism in the private sector, except for the most cited private article is titled "Detrimental Effects of Sanctions on Human Altruism" by Fehr and Rockenbach in 2003. Sanctions can be described as economic agreements, when greed or selfishness is employed, or simply when fair altruism is compromised (Fehr & Rockenbach, 2003). Other popular altruism related articles in the business sector dealt with the topic of familial altruism and the commonality of families violating procedures for each other. The concept of familial misuse of altruism is a common topic in business sector journals and was the main topic of ten of the top twenty articles in Appendix B. This helps confirm that the most prevalent type of altruism in the private sector is familial altruism.

There is a substantial increase in the citing of articles with the topic of altruism after 2010 in all three of the sectors, as shown by the following three graphs (Appendix D, E, & F). The public and nonprofit sectors have very similar trend curves on their graphs, showing a similar increase in interest among the sectors (Appendix D & F). The sudden drop that occurs in the 2015 column is not included in the analysis as the data is retrieved from 1985-2014 only, but when the data was acquired 2015 data had already begun to be compiled into the graph (Appendix D, E, & F).

Cross Sector Similarities and Differences

The public sector represents a unique binding of citizenship and service to the community. Public sector employees seek to provide protection through military services, public education for posterity, as well as working for the government itself. Many concerned citizens often take positions or become involved to help respond to a community wide issue. This type of

“community involvement and participation in local administrative processes constitute [a] unique aspect of participatory citizenship” (Vigoda & Golembiewski, 2001, p. 279). Citizens have the desire to offer their time, expertise, and skill sets to help give back to the community through government processes which contributes to their motivation to work for the public sector. For “certain types of workers, besides extrinsic rewards, an important drive is a concern towards the social cause pursued by the organization they work for or a sense of altruism towards the welfare of a third party that is the recipient of the goods or services being produced in their workplace” (Tonin & Vlassopoulos, 2010, pp. 1086). The third party is easily represented and understood in the public and nonprofit sector. It has even been noted that “the beauty of public organizations lies in the fact that they foster expressive activities such as love, caring, empathy, and devotion” (Perry et al., 2008). Many of these activities are related to nonprofits as well, as it is common for the public and nonprofit sector to show strong links in programs and personnel as many share common goals. Public service motivation is usually mentioned in tandem with the public sector and the types of people it often employs. Employees of the public sector are often interested in making a difference to benefit the greater good, which would help them qualify as a high public service motivator. Public sector organizations have been noted to “encourage the recruitment of individuals with high levels of public service motivation” (Moynihan, Wright, & Pandey, 2008, pp.9). High public service motivators are most definitely prevalent in the private sector as well; their focus is more often tuned into making a difference in one smaller instance (Moynihan, Wright, & Pandey, 2008). Public sector employees with high levels of public service motivation are more likely “to engage in whistle blowing behaviors” because they experience a greater rift between organization and social goals (Moynihan, Wright, & Pandey, 2008). Employees of the

public sector from the research performed are shown to be encouraged to display public service motivation to help work towards a greater good for their community.

The private sector's impression of altruism is that it is not a "situationally induced motive but [a] general disposition (a prosocial value orientation) and [...] they have concluded that this disposition is relatively rare" (Batson & Moran, 1999, p. 911). The quote from Batson and Moran is taken from a prominent business journal and this article was included in the above list of the private sector's most cited altruistic articles. This idea would then be considered relatively common among the business sector; that altruism is rare and a disposition instead of a societal response. There are some that feel that altruism cannot belong in the business sector as it is understood that "some people cooperate because they feel obligated to do what is good and right [and that this] obligation may, however diminish in certain situations, such as in a business transaction" (Batson & Moran, 1999, p. 923). Individuals are only supposed to "do others a favor only if they can themselves reap direct or indirect future benefits from such others" (Fehr & Rockenbach, 2003, p. 137). In business, "pursuit of self interest is what matters, not being nice, and the Golden Rule takes a new form: 'Do unto others as you know they are trying to do unto you'" (Batson & Moran, 1999). To many, altruism is a quality hard to imagine in an economic setting where a profit is oftentimes the only goal. Therefore for many in the private sector, "altruism is hard to fully understand by the traditional economic view that people behave to maximize their own preference" (Kwon & Wen, 2010, p. 256). The "economic perspective treats philanthropy as discretionary altruism by undisciplined managers violating short-term fiduciary responsibility in being intended strategically to minimize intrusive public policy" (Windsor, 2006). Discretionary altruism technically falls under a type of altruism, yet it would be a misnomer as true altruism would not have an aspect of choice for reward. Continuing with the

economic perspective, “altruism may involve uncompensated or costly contributions to stakeholders or general welfare” (Windsor, 2006). In the business sector, philanthropy can be thought of as discretionary expenditures, which while accurate, does not accurately summarize the benefits that donating can provide. How businesses and managers handle “public policy and social issues describes their corporate social responsibility” (Windsor, 2006). There does seem to be a shift towards altruism and philanthropic efforts, as shown by in the increase in altruistic focused articles and the fact that “three/fourths of America’s major corporations are actively trying to build ethics into their organizations” (Stark, 1993).

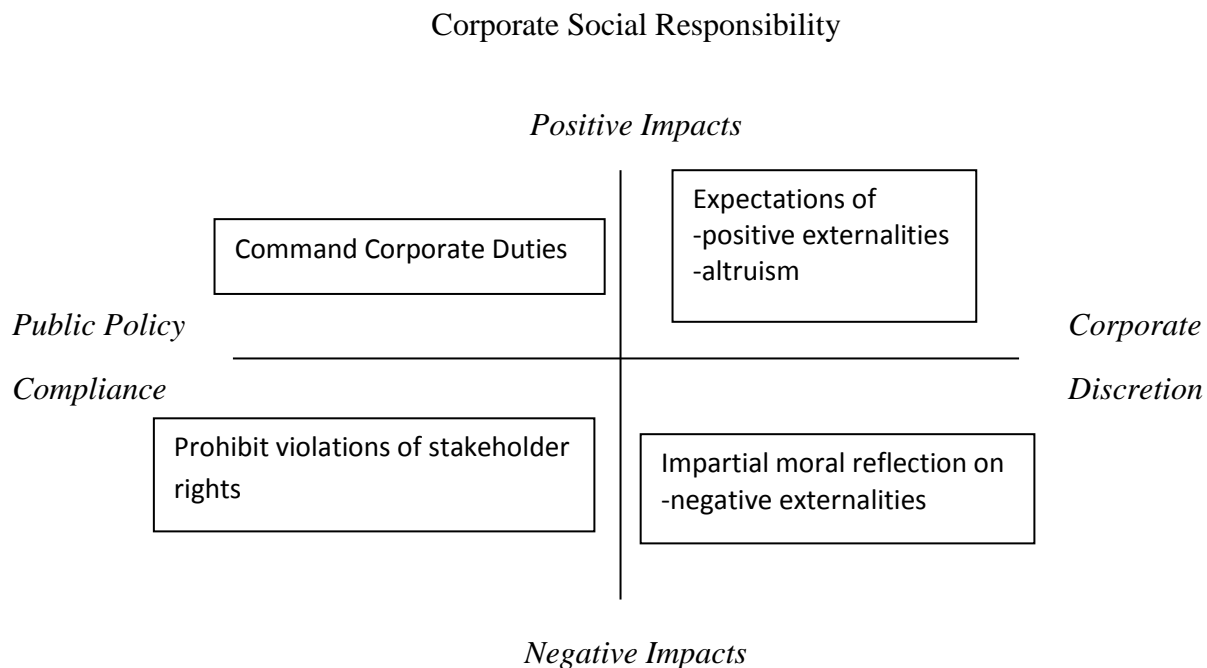


Figure 1 Corporate Social Responsibility Chart from (Windsor, 2006, p. 107).

Figure 4 depicts four possible relationships between public policy and corporate discretion and helps demonstrate the many intersections and similarities between the private and the public sector.

The “vertical axis makes a distinction between positive social impacts and negative social impacts of businesses. Both society and firm can share an objective of maximizing the former and minimizing the latter. The horizontal axis makes a distinction between increasing mandatory public policy compliance and increasing unregulated corporate discretion. An aspect of public policy commands positive impacts as duties for welfare contributions to stakeholders or society. [...] The upper right-hand cell is defined by positive impacts in a relationship to corporate discretion includes positive externalities (i.e. costless altruism) and various forms of costly altruism. This cell is purely discretionary: there cannot be a compelling corporate duty to be benevolent. Society, through public policy or opinion or stakeholder expectation, can only signal desirability of positive impacts.” (Windsor, 2006).

Figure 4 effectively demonstrates the restraints placed upon the governmental agencies by the people that they serve, to create programs that can do the most good to a wide audience as well as the somewhat opposite lack of pressure for corporations to give. A strong desire for positive impacts can inspire giving and “prudent altruism can be used as a strategic tool for developing corporate reputation and market opportunities” (Windsor, 2006, pp. 99).

Nonprofits, or the third sector, are given the difficult task of “[working] where the states and markets fail” (Goodin, 2003, p. 359). They help to bridge the gap between what the state and government can provide and what the private sector offers for a price. Nonprofits can offer services for free or for much lower prices due to their generous donors and are benefited with their tax-exempt status. Nonprofits themselves have “more than tripled over the past 30 years from just over 300,000 in 1967 to nearly 1 million organizations in 1998” and paid “employment in the nonprofit sector grew by 41%, more than double the overall national employment growth

rate” (Brickley & Van Horn, 2002, p. 227). With such recent exponential growth of nonprofits luckily, “private giving to charitable causes has significantly grown in the past decades [...] more than 89% of Americans donate to charity” (Karlan & List, 2007, p. 1774). This phenomenon is most definitely also due to better fund raising programs developed by nonprofits to increase and improve their donor relations. Nowadays “charities are not passive receptacles of contributions as they have so often been treated in the past, but are active players in the market for donations” (Andreoni & Payne, 2003, p. 811).

Throughout the research performed, altruism is referenced in a manner that would describe it as a developable skill. Altruism is referenced in the private sector as “the selfless regard for the well-being of others- [which] provides useful alternative explanations of human behavior” (Steier, 2003). This idea that altruism is a method of explaining human behavior allows the theory that many private sector employees are unfamiliar with altruism and uncomfortable with it, to grow. Altruism may be described as being relatively rare in the private sector, because it is more commonly referenced as discretionary expenditures. Business sector management should instead realize that “[incidences] of altruism [vary] greatly, and second that altruism is structured, promoted, and made logistically possible by organizations and institutions with a strong interest in producing it” (Healy, 2004, p. 387). Spinning altruism in a “manufacture to profit from” light, may potentially allow for a better understanding of the trait in the private sector.

The “production of altruistic action can be thought of as a resource extraction problem for organizations” (Healy, 2004). High altruism in an individual, in any sector for that matter, does help facilitate “desirable organizational attitudes and behaviors such as job satisfaction, organizational commitment, and work effort” (Perry et al., 2008, p. 1). Altruism should be

encouraged in the individual throughout the three sectors, and furthermore, should be a common factor looked upon favorably in a potential job-seeking candidate. Nonprofits and the public sector would desire candidates with histories of volunteering, donating, and other altruistic signs, but a corporation can also benefit from an inherently altruistic individual. It has been found out that “an altruistic worker will provide more effort, and an altruistic worker requires less monetary compensation” (Tonin & Vlassopoulos, 2010, p. 1086). These types of workers in the private sector may sponsor favors more often than true giving, but these discretionary expenditures with a purpose may still bring about good.

Networking between the three sectors can help inspire successful collaborations and a better understanding of how altruism is a thread running through all three sectors. Different “sectors being accountable, each in their own complimentary way, can yield greater accountability across social institutions overall” (Goodin, 2003, p. 360). Nonprofits can more specifically address the concerns of individual consumers because “for-profit firms are unacceptable providers for many public goods because of their incentive to cut quality to increase profits” (Meyer, 1995). This is only attributed to private businesses established to run “purely on selfish motivations” and not organizations and for-profit firms that have a “judicious reliance on motivations such as empathy and principle” (Healy, 2004, pp.1280). Nonprofits have a tendency to appear because “potential donors are left under satisfied with the publicly determined level of public goods” (Healy, 2004, pp. 1280). During networking, organizations have the opportunity to “create contexts for giving and so they can generate altruistic action” (Healy, 2004).

Management in the public sector encourages hiring employees with public service motivation as these types of people care for the greater good. They commonly put extra effort

into their work and show more care as they have an emotional investment in the outcomes. The private sector displays altruism as a rare occurrence, while in reality it appears, just simply under another name, as discretionary expenditures. These are choice philanthropic donations given with good intentions, but also with the aim to receive favors or respect in return from other companies or from their consumers. Nonprofits help fill the gap between the public and the private sector. Their employees work to provide services and goods for those in need. Oftentimes to reach their goals they need to fundraise efficiently and maintain great donor relations.

Altruistic employees can help reach these goals and can display more care and drive to reach them. Management treats altruism in the three sectors very differently. Public sector it is encouraged and oftentimes recognized boldly, in nonprofits it is unavoidable and necessary, and in the private sector it is more common than previously believed. Popular image of the private sector does not accurately portray the many incidents of altruism that occur in corporations and for profits. Philanthropic giving is greatly encouraged and better results are seen when society encourages that corporate giving as consumers. As the three sectors intertwine and collaborate, their different unique types of altruism, including discretionary expenditures, and public service motivation, help demonstrate multiple understandings of altruism in the workplace. Networking can help show employees that altruism is accepted and encouraged. By understanding that altruism is a developable skill, the benefits of altruistic employees in an organization, and the realization that different forms of altruism are present in each sector, stronger collaborations between all three of the sectors can be created to benefit more people.

References

- Andreoni, J., & Payne, A. (2003). Do government grants to private charities crowd out giving or fund-raising? *The American Economic Review*, 93(3), 792-812.
doi:10.1257/000282803322157098
- Batson, C. D., & Moran, T. (1999). Empathy-induced altruism in a prisoner's dilemma. *European Journal of Social Psychology*, 29(7), 909-924.
doi:10.1002/(SICI)1099-0992(199911)29:7<909::AID-EJSP965>3.0.CO;2-L
- Bowman, W. (2004). Confidence in charitable institutions and volunteering. *Nonprofit and Voluntary Sector Quarterly*, 33(2), 247-270. doi:10.1177/0899764004263420
- Brickley, J., & Van Horn, R. (2002). Managerial incentives in nonprofit organizations: Evidence from hospitals. *Journal of Law and Economics*, 45(1), 227-249.
doi:10.1086/339493
- Duncan, B. (2004). A theory of impact philanthropy. *Journal of Public Economics*, 88(9), 2159-2180. doi:10.1016/S0047-2727(03)00037-9
- D'Souza, J. F., & Adams, C. K. (2014). On unenlightened altruism. *Journal of Human Values*, 20(2), 183-191.
- Fehr, E., & Rockenbach, B. (2003). Detrimental effects of sanctions on human altruism. *Nature*, 422(6928), 137-140. doi:10.1038/nature01474
- Goodin, R. E. (2003). Democratic accountability: The distinctiveness of the third sector. *European Journal of Sociology / Archives Européennes De Sociologie*, 44(3), 359-396. doi:10.1017/S0003975603001322
- Healy, K. (2004). Altruism as an organizational problem: The case of organ procurement. *American Sociological Review*, 69(3), 387-404.
- Karlan, D., & List, J. A. (2007). Does price matter in charitable giving? Evidence from a large-scale natural field experiment. *The American Economic Review*, 97(5), 1774-1793.
doi:10.1257/aer.97.5.1774
- Kwon, O., & Wen, Y. (2010). An empirical study of the factors affecting social network service use. *Computers in Human Behavior*, 26(2), 254-263. doi:10.1016/j.chb.2009.04.011
- Meyer, C. A. (1995). Opportunism and NGOs: Entrepreneurship and green north-south transfers. *World Development*, 23(8), 1277-1289. doi:10.1016/0305-750X(95)00049-I
- Moynihan, D., Wright, B., & Pandey, S. (2008). Public service motivation and interpersonal citizenship behavior in public organizations: Testing a preliminary model. *International Public Management Journal*, 11(1), 89-108. doi:10.1080/10967490801887947
- Piatak, J. S. (2015). Altruism by job sector: Can public sector employees lead the way in rebuilding social capital? *Journal of Public Administration Research and Theory*, 25(3), 877.
- Perry, J. L., Brudney, J. L., Coursey, D., & Littlepage, L. (2008). What drives morally committed citizens? A study of the antecedents of public service motivation. *Public Administration Review*, 68(3), 445-458. doi:10.1111/j.1540-6210.2008.00881.x
- Rutherford, A. (2010). Get by with a little help from my friends: A recent history of charitable organisations in economic theory. *European Journal Of The History Of Economic Thought*, 17(4), 1031-1046. doi:10.1080/09672560903434489
- Stark, A. (1993). *What's the matter with business ethics?* BOULDER: HARVARD BUSINESS .
- Steier, L. (2003). Variants of agency contracts in family-financed ventures as a continuum of familial altruistic and market rationalities. *Journal of Business Venturing*, 18(5), 597-618.
doi:10.1016/S0883-9026(03)00012-0

- Tonin, M., & Vlassopoulos, M. (2010). Disentangling the sources of pro-socially motivated effort: A field experiment. *Journal of Public Economics*, 94(11), 1086-1092. doi:10.1016/j.jpubeco.2010.08.011
- Torres-Salinas, D., Lopez-Cozar, E., & Jimenez-Contreras, E. (2009). An analysis of the output of the university of navarra in terms of publications made in social science and humanities journals, employing the web of science and a number of spanish ranking systems. *Revista Espanola De Documentacion Cientifica*, 32(1), 22-39. doi:10.3989/redc.2009.1.673
- Valentinov, V. (2011). The meaning of nonprofit organization: Insights from classical institutionalism. *Journal of Economic Issues*, XLV(4), 901-916. doi:10.2753/JEI0021-3624450408
- Vanga, S. K., Singh, A., Harish Vagadia, B., & Raghavan, V. (2015). Global food allergy research trend: A bibliometric analysis. *Scientometrics*, 105(1), 203-213. doi:10.1007/s11192-015-1660-0
- Vigoda, E., & Golembiewski, R. T. (2001). Citizenship behavior and the spirit of new managerialism: A theoretical framework and challenge for governance. *The American Review of Public Administration*, 31(3), 273-295. doi:10.1177/02750740122064956
- Windsor, D. (2006). Corporate social responsibility: Three key approaches. *Journal of Management Studies*, 43(1), 93-114. doi:10.1111/j.1467-6486.2006.00584.x
- Yang, Y., & Tsaih, R. (2010). An investigation of research on evolution of altruism using info metric methods and the growing hierarchical self-organizing map. *Malaysian Journal of Library & Information Science*, 15(3), 1-17.

Appendix A

Public Sector Articles

| Publication Title | Title | Authors | Total Citations | Average per Year |
|---|---|---|-----------------|------------------|
| Public Administration Review | What Drives Morally Committed Citizens? A Study of the Antecedents of Public Service Motivation | Perry, JL.; Brudney, JL.; Coursey, D; Littlepage, L | 53 | 6.62 |
| International Public Management Journal | Public Service Motivation and Interpersonal Citizenship Behavior in Public Organizations: Testing a Preliminary Model | Pandey, SK.; Wright, BE.; Moynihan, DP | 53 | 6.62 |
| Group & Organization Management | The Motivation to Mentor Among Managerial Employees - An Interactionist Approach | Aryee, S; Chay, YW; Chew, J | 47 | 2.35 |
| International Journal of Manpower | Public Service Motivation and Organizational Citizenship Behavior in Korea | Kim, S | 44 | 4.40 |
| CESIFO Economic Studies | Pro-social Motivation and the Delivery of Social Services | Francois, P; Vlassopoulos, M | 35 | 4.38 |
| Journal of Public Economics | How Responsive are Private Transfers to Income? Evidence from a Laissez-Faire Economy | Cox, D; Hansen, BE; Jimenez, E | 34 | 2.83 |
| Journal of Health Economics | Implications of Basing Health-Care Resource Allocations on Cost-Utility Analysis in the Presence of Externalities | LaBelle, RJ; Hurley, JE | 30 | 1.25 |
| Archives Europeenes de Sociologie | Democratic Accountability: The Distinctiveness of the Third Sector | Goodin, RE | 29 | 2.23 |
| American Review of Public Administration | Citizenship Behavior and the Spirit of New Managerialism - A Theoretical Framework and Challenge for Governance | Vigoda, E; Golembiewski, RT | 29 | 1.93 |
| Energy Policy | Public Goods and Private Interests: Understanding Non-Residential Demand for Green Power | Wiser, RH; Fowlie, M; Holt, EA | 24 | 1.60 |
| Sociology of Health & Illness | Doing Business in the NHS: Exploring Dentists' Decisions to Practise in the Public and Private Sectors | Calnan, M; Silvester, S; Manley, G; Taylor-Gooby, P | 20 | 1.25 |
| Global Environmental Change-Human & Policy Dimensions | Managing Private and Public Adaptation to Climate Change | Tompkins, EL.; Eakin, H | 16 | 4.00 |
| Rand Journal of Economics | Making a Difference | Francois, P | 16 | 1.78 |
| Economics of Education Review | Alumni Giving at a Small Liberal Arts College: Evidence from Consistent and Occasional Donors | Wunnava, PV; Lauze, MA | 14 | 0.93 |
| Resources Policy | Adding Public Value: The Limits of Corporate Responsibility | Crowson, P | 11 | 1.57 |
| KYKLOS | Public versus Private Provision of Altruism: Can Fiscal Policy make Individuals 'Better' People? | Jones, PR; Cullis, JG; Lewis, A | 11 | 0.61 |
| Blood Transfusion | Gender Differences in Giving Blood: a Review of the Literature | Bani, M; Giussani, B | 10 | 1.67 |
| Public Management Review | Strategic Management and Public Leadership | Lane, JE; Wallis, J | 10 | 1.43 |
| Journal of Public Economics | Disentangling the Sources of Pro-Socially Motivated Effort: A Field Experiment | Tonin, M; Vlassopoulos, M | 9 | 1.50 |
| Safety Science | Predicting the Safety Performance of Volunteers: Does Motivation for Volunteering Influence Driving Behavior? | Newnam, S; Newton, C; McGregor-Lowndes, M | 8 | 1.14 |

Appendix B

Private Sector Articles

*Article “Who Dares, Wins” was omitted as it was from the Netherlands Journal of Zoology and primarily concerned the habits of shoaling fish.

| Publication Title | Title | Authors | Total Citations | Average per Year |
|---------------------------------------|---|--|-----------------|------------------|
| Nature | Detrimental Effects of Sanctions on Human Altruism | Fehr, E; Rockenbach, B | 252 | 19.38 |
| Journal of Business Venturing | Toward a Theory of Agency and Altruism in Family Firms | Schulze, WS; Lubatkin, MH; Dino, RN | 230 | 17.69 |
| Entrepreneurship - Theory & Practice | Comparing the Agency Costs of Family and Non-Family Firms: Conceptual Issues and Exploratory Evidence | Chrisman, JJ; Chua, JH; Litz, RA | 170 | 14.17 |
| Journal of Applied Social Psychology | Social and Economic Exchange: Construct Development and Validation | Shore, LM; Tetrick, LE; Lynch, P; Barksdale, K | 135 | 13.50 |
| Journal of Business Venturing | International Expansion of US Manufacturing Family Businesses: The Effect of Ownership and Involvement | Zahra, SA | 124 | 9.54 |
| Entrepreneurship - Theory & Practice | Feuding Families: When Conflict Does a Family Firm Good | Kellermanns, FW; Eddleston, KA | 114 | 9.50 |
| Journal of Management Studies | Corporate Social Responsibility: Three Key Approaches | Windsor, D | 100 | 10.00 |
| Computers in Human Behavior | An Empirical Study of the Factors Affecting Social Network Service Use | Kwon, O; Wen, Y | 84 | 14.00 |
| Entrepreneurship - Theory & Practice | Altruism and Agency in the Family Firm: Exploring the Role of Family, Kinship, and Ethnicity | Karra, N; Tracey, P; Phillips, N | 81 | 8.10 |
| *Netherlands Journal of Zoology | *Who Dares, Wins - The Function and Evolution of Predator Inspection Behavior in Shoaling Fish | *Pitcher, T | *80 | *3.33 |
| European Journal of Social Psychology | Empathy-Induced Altruism in a Prisoner's Dilemma | Batson, CD; Moran, T | 71 | 4.18 |
| Family Business Review | Ownership and Management Issues Associated with Family Firm Performance and Company Objectives | Westhead, P; Howorth, C | 70 | 7.00 |
| Journal of Business Ethics | A Cross-Cultural Examination of the Endorsement of Ethical Leadership | Resick, CJ; Hanges, PJ; Dickson, MW; Mitchelson, JK | 68 | 6.80 |
| Journal of Business Research | Are Family Managers Agents or Stewards? An Exploratory Study in Privately held Family Firms | Chrisman, JJ.; Chua, JH.; Kellermanns, FW.; Chang, EPC | 61 | 6.78 |
| Journal of Business Venturing | Variants of Agency Contracts in Family-Financed Ventures as a Continuum of Familial Altruistic and Market Rationalities | Steier, L | 51 | 3.92 |
| Academic Medicine | Academic Medicine must Deal with the Clash of Business and Professional Values | Swick, HM | 41 | 2.28 |
| Harvard Business Review | What's the Matter with Business Ethics | Stark, A | 40 | 1.74 |
| Journal of | An Organizational Justice-Based View of Self- | Lubatkin, MH.; Ling, Y; | 37 | 4.11 |

| | | | | |
|----------------------------|--|---|----|------|
| Management Studies | Control and Agency Costs in Family Firms | Schulze, WS. | | |
| Disasters | Humanitarian Crises: What Determines the Level of Emergency Assistance? Media Coverage, Donor Interests and the Aid Business | Olsen, GR; Carstensen, N; Høyen, K | 37 | 2.85 |
| Family Business Review | Studying the Family Enterprise Holistically Evidence for Integrated Family and Business Systems | Basco, R; Perez Rodriguez, MJ | 35 | 5.00 |
| Journal of Business Ethics | Diaspora Interest in Homeland Investment | Gillespie, K; Riddle, L; Sayre, E; Sturges, D | 30 | 1.76 |

Appendix C

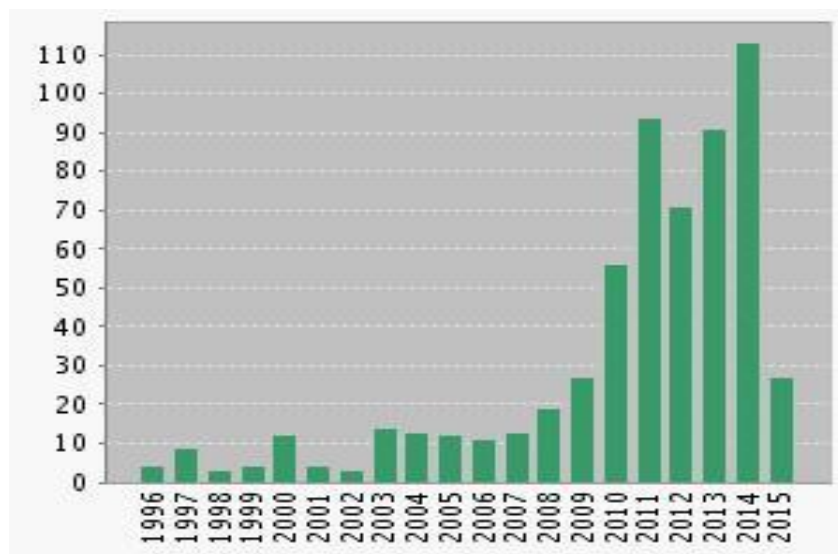
Nonprofit Sector Articles

| Publication Title | Nonprofit Article Title | Nonprofit Article Authors | Total Citations | Average per Year |
|--|---|------------------------------------|-----------------|------------------|
| Journal of Public Economics | What Do Donations Buy? A Model of Philanthropy Based on Prestige and Warm Glow | Harbaugh, WT | 119 | 6.61 |
| American Economic Review | Do Government Grants to Private Charities Crowd Out Giving or Fund-raising? | Andreoni, J; Payne, AA | 86 | 6.62 |
| American Economic Review | Does Price Matter in Charitable Giving? Evidence from a Large-scale Natural Field Experiment | Karlan, D; List, JA. | 69 | 7.67 |
| Journal of Law & Economics | Managerial Incentives in Nonprofit Organizations: Evidence from Hospitals | Brickley, JA; Van Horn, RL | 66 | 4.71 |
| Rand Journal of Economics | The Supply of Charity Services by Nonprofit Hospitals - Motives and Market- Structure | Frank, RG; Salkever, DS | 59 | 2.36 |
| Future of Children | Child Care Cost and Quality | Helburn, SW; Howes, C | 49 | 2.45 |
| Journal of Public Economics | A Theory of Impact Philanthropy | Duncan, B | 42 | 3.50 |
| Journal of Marketing Research | Self-Benefit Versus Other-Benefit Marketing Appeals: Their Effectiveness in Generating Charitable Support | White, K; Peloza, J | 41 | 5.86 |
| American Sociological Review | Altruism as an Organizational Problem: The Case of Organ Procurement | Healy, K | 39 | 3.25 |
| Review of Religious Research | And Who is your Neighbor? Explaining Denominational Differences in Charitable Giving and Volunteering in the Netherlands | Bekkers, R; Schuyt, T | 38 | 4.75 |
| CESIFO Economic Review | Pro-social Motivation and the Delivery of Social Services | Francois, P; Vlassopoulos, M | 36 | 4.50 |
| Accounting Review | Compensation to Managers of Charitable Organizations: An Empirical Study of the Role of Accounting Measures of Program Activities | Baber, WR; Daniel, PL; Roberts, AA | 31 | 2.21 |
| Journal of Business Research | Perceptual Determinants of Nonprofit Giving Behavior | Sargeant, A; Ford, JB; West, DC | 30 | 3.00 |
| World Development | Opportunism and NGO's - Entrepreneurship and Green North- South Transfers | Meyer, CA | 26 | 1.24 |
| Journal of Public Economics | Is Crowding Out Due Entirely to Fundraising? Evidence from a Panel of Charities | Andreoni, J; Payne, AA | 23 | 4.60 |
| Nonprofit and Voluntary Sector Quarterly | Confidence in Charitable Institutions and Volunteering | Bowman, W | 20 | 1.67 |
| Nonprofit and Voluntary Sector Quarterly | The Demand for Volunteer Labor: A Study of Hospital Volunteers | Handy, F; Srinivasan, NH | 16 | 1.45 |
| Public Choice | The Robustness of Kingma's Crowd-out Estimate: Evidence from New Data on Contributions to Public Radio | Manzoor, SH; Straub, JD | 16 | 1.45 |
| Journal of | Differences in Perspective and the Influence of | Hung, IW.; Wyer, RS., Jr. | 15 | 2.14 |

| | | | | |
|----------------------------|--|---------------------------------------|----|------|
| Marketing Research | Charitable Appeals: When Imagining Oneself as the Victim Is Not Beneficial | | | |
| Journal of Law & Economics | Competition, Contractibility, and the Market for Donors to Nonprofits | Castaneda, MA.; Garen, J; Thornton, J | 14 | 1.75 |

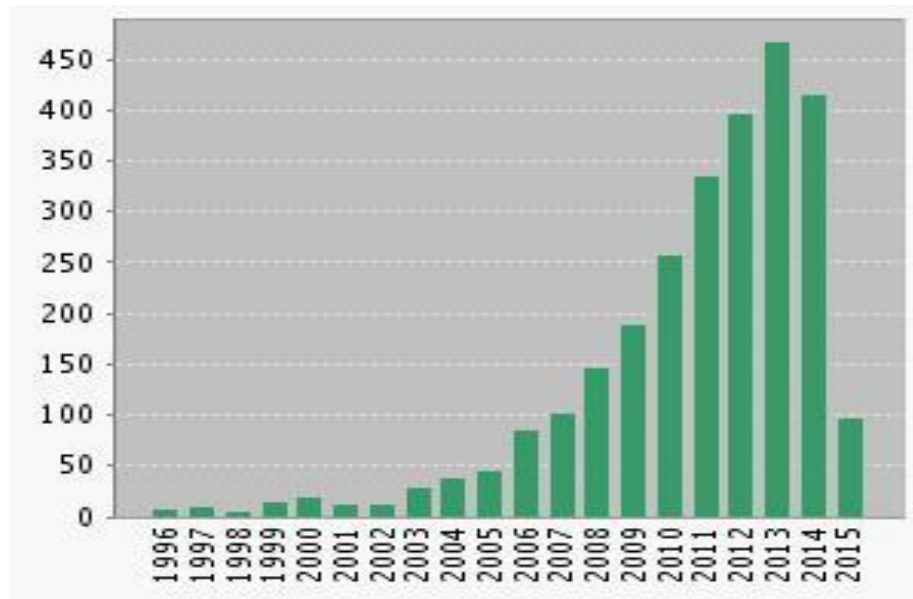
Appendix D

Public Sector with Hundreds of Citations Each Year



Appendix E

Private Sector with Hundreds of Citations Each Year



Appendix F

Nonprofit Sector with Hundreds of Citations Each Year

