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Improving Donation Service Design: Expanding Choice to Increase Perceived Justice & Satisfaction

Abstract

Purpose Circumstances such as pandemics can cause individuals to fall into a state of need, so they turn to donation services for assistance. However, donation services can be designed based on supply-side considerations, e.g., efficiency or inventory control, which restrict consumer choice without necessarily considering how consumer vulnerabilities like low financial or interpersonal power might cause them to react to such restrictions. Thus, we examine service designs that limit the choices consumers are given, in terms of either the allowable quantity or assortment variety, and examine effects on consumer perceptions of justice and satisfaction.

Design/methodology/approach Three experiments are reported, including one manipulating the service design of an actual food pantry.

Findings When consumers have low financial or interpersonal power, meaning their initial state of control is low, and they encounter a donation service that provides limited (vs. expanded) choice that drops control even lower, they perceive the situation as unjust and report lower satisfaction.

Originality While researchers have started to look at the service experiences of vulnerable populations, they have focused primarily on financial service designs. We look at donation service designs and identify problems with supply-side limits to choice quantity and assortment.

Practical implications Donation service providers should strive to design services that allow for expanded consumer choice and utilize interpersonal processes that empower beneficiaries, so

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they perceive the service experience as just and satisfying. Collecting feedback from beneficiaries is also recommended.

Keywords Charities, nonprofits, service design, donation services, power, vulnerability, choice, satisfaction, justice

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Introduction

"Giving is not just about making a donation. It is about making a difference." – Kathy Calvin

Consumers often face temporary situations of need, where they require donation services that will help them fulfill basic needs for food, clothing, shelter or other goods (Baker et al., 2020). A temporary need for donation services may arise when consumers are trying to transition out of poverty, e.g., they are starting college and need a food pantry to avoid hunger. Or consumers may be victims of a natural disaster such as a flood, fire or earthquake and require donated food and clothing and a place to sleep, situations that are expected to occur more frequently due to global warming. A range of consumers, including those with either high or low financial power, may face adverse situations and require donation services. For instance, a devastating wildfire may occur in wealthy Malibu or impoverished Watts in California, or aging may cause rich or poor to seek senior services such as transportation to doctor appointments or meals on wheels. Therefore, we study how consumer power may alter their reactions to donation service designs that are commonly used, which vary in the product choices they offer due to supply-side considerations, such as efficiency or inventory control.

To understand consumer reactions to donation service designs, we rely on theorizing about the interplay between consumer power and choice (Inesi et al., 2011). This theorizing suggests that consumers with low power will be sensitive to service designs that limit choice, defined as "the ability to select a preferred course of action" (Inesi et al., 2011, p. 1042). The combination of low power and low choice, which is associated with an exceptionally low sense of control (Inesi et al., 2011), is likely to adversely affect consumers' psychological perceptions, e.g., of justice and satisfaction (Mullen and Skitka, 2006). To test the applicability of this

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theorizing to donation services, we study two types of consumer power, financial and interpersonal, and explore how low compared to high power of either type affects consumer reactions to donation services that vary in the amount of choice offered, in terms of either choice quantity or assortment. We find that, when consumers who seek donation services are in a state of low financial or interpersonal power, and the donation service offers them limited rather than expanded choice, they feel they have been treated unjustly and as a result are dissatisfied. Our findings have important substantive implications for donation services designs and procedures that have not been adequately considered by providers including nonprofits and governments. We also contribute to the services marketing literature, which has started to examine the needs of vulnerable consumers in the financial services space (Amine and Gatfaoui, 2019; Stavros et al., 2021), by expanding this line of inquiry to the donation services space.

Literature Review

Donation Service Optimization

Virtually no research has been conducted to determine what types of donation service designs different consumers may need or want or why. Most researchers have focused on donors and how to motivate them to donate more. They have studied donors' perceptions of what makes a cause worthy of help (Bendapudi, Singh, and Bendapudi, 1996), the role of donor self-enhancement (Yong Seo and Scammon, 2014), and upward and downward comparisons by donors (Schlosser and Levy, 2016). While this past research is clearly valuable, more attention should be paid to the beneficiaries of donation services to improve their service experiences and increase the likelihood they will accept the needed services, feel satisfied, and return for more; as

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they may have continuing future needs. We should not assume that vulnerable consumers are grateful for any free goods or services they are given, because research indicates they are often dissatisfied and discouraged from coming back to meet their future needs, no matter how basic (Baker and Hill, 2013; Cherrier and Hill, 2018).

The services marketing literature contains a wealth of information about how to optimize for-profit service environments, such as in food retail (Biswas, Lund, and Szocs, 2019; Biswas and Szocs, 2019), clothing retail (Argo and Dahl, 2018; Hoegg, Scott, Morales, and Dahl, 2014), and healthcare (Dellande, Gilly, and Graham, 2004; Kraus, Schiavone, Pluzhnikova, and Invernizzi, 2021). There has also been some research on services for vulnerable consumers (Cheung and McColl-Kennedy, 2019; Gurrier and Drenten, 2019; Muñoz-Mazón, et al., 2021) including recent work on how to improve financial service offerings for them (Amine and Gatfaoui, 2019; Stavros et al., 2021; Ofori-Okyere, Edghiem, and Kumah, 2023). However, little attention has been devoted to donation services, despite the fact that in 2019 in the U.S., charitable giving by philanthropists exceeded $449 billion (Lilly Family School of Philanthropy, 2020), and the U.S. government spent an additional $361 billion specifically on donation services (Center on Budget and Policy Priorities, 2020). Given the large sums of money that are being spent on donation services, we should be asking important questions such as whether these services are optimally configured and whether beneficiaries are satisfied with them.

Yet, donation services currently do not pay enough attention to the experiences of beneficiaries (Threlfall, Twersky, and Buchanan, 2013). While 88% of nonprofit organizations say they want beneficiary feedback, only 13% gather it (Milway, 2019). This is often the result of funders not wanting to pay to gather feedback (Twersky and Reichheld, 2019). Government programs are more likely to collect beneficiary feedback, but the results are discouraging.

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McDaniel, et al., 2023 found that 41% of the beneficiaries of Temporary Assistance for Needy Families (TANF) and 38% of the beneficiaries of unemployment benefits reported that program staff never or only sometimes treated them or their family members with courtesy and respect. Because government programs have been associated with poor customer service, the Biden administration recently issued an executive order called "Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government" to try to address the problem (McDaniel, et al., 2023).

Donation Service Types

When individuals face temporary hardships, they may visit various service organizations (e.g. shelters, pantries, charities and so on) to try to develop an ecosystem of resources (Baker et al., 2020) to help them through tough times. While donation services may utilize various different service designs, we focus on designs that vary in the degree of product choice offered, considering both the quantity consumers can choose, and the assortment from which they can choose. There are three basic types of donation service designs that vary in consumer product choice: in-kind, cash and voucher designs. In-kind tends to be the most choice-restrictive service design because people typically need to go to or contact a designated provider whose in-kind inventory is often limited (Grosh et al., 2008). For instance, many organizations offering in-kind donations give out prepacked boxes of food or other items, so choice is virtually nonexistent both in terms of quantity (e.g., the quantity limit may be one box) and assortment (e.g., the assortment may be predetermined). On the other hand, some in-kind donation services offer more choice, so we study the effects on beneficiaries of providing limited versus expanded choice.

A cash transfer is the most unrestrictive service design in that it allows beneficiaries the freedom to purchase nearly whatever they feel they need, wherever and whenever they want to

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purchase it. Choice need not be built into this service design as cash intrinsically allows it. Vouchers are in the middle. Vouchers typically provide some limits on both choice assortment and quantity. For example, the federal government's Women, Infants and Children Nutrition Program or WIC (U.S. Department of Agriculture, 2013) limits choice assortment to certain food types (e.g., legumes, whole wheat bread, and canned fish) and food subtypes (e.g., legumes can include black or pinto beans but not green peas or green beans). However, vouchers are typically redeemable at regular retail stores where inventory can be expansive, allowing for considerable choice at least in the brand, model, and size.

In the U.S., the vast majority of the government anti-poverty budget (67%) is spent on in-kind donation services, with cash transfers accounting for just 18%, and vouchers accounting for 15% of the total budget (Shaefer, Naranjo, and Harris, 2019). Thus, it seems especially important to optimize in-kind donation services, especially as they tend to impose the most restrictions on consumer choice. More choice can be incorporated into in-kind donation services, if beneficiary satisfaction can be improved and this becomes a priority (McDaniel, et al., 2023). To understand beneficiary response to in-kind donation services that vary in product choice, we first conduct a controlled experiment in a food pantry. All patrons shopping in the food pantry were in a vulnerable state due to low financial power, we manipulate the donation service design to offer them more or less choice, and we measure their service satisfaction. After this, we conduct two online experiments using U.S. adults, one measuring financial power prior to the service encounter, the other manipulating interpersonal power during the service encounter, and both manipulating choice to be limited or expanded. Our theorizing and hypotheses are below.

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Conceptual Framework and Hypotheses

Donation Service Design and Consumer Satisfaction

Feelings of satisfaction result when consumers assess a service relative to their desires and expectations, and the service meets or exceeds what they desire and expect (Spreng, MacKenzie, and Olshavsky, 1996). Both decision satisfaction, which is tied to the decision-making process, and product satisfaction, which is tied to perceived product benefits, contribute to overall satisfaction (Heitmann, Lehmann, and Herrmann, 2007); and overall satisfaction influences future use intentions (Cronin et al., 2000). In this research on donation services, we will investigate both consumers' overall satisfaction with the donations obtained, and their decision satisfaction with the choices they made during the service donation experience.

Several factors will influence whether users of donation services are satisfied. Three major factors are whether there is an adequate assortment of choice options (Fitzsimons, 2000), whether the quantity available is sufficient and not scarce (Fitzsimons, 2000), and whether the choice options meet quality expectations (Fornell, 1992). Our research focuses on satisfaction related to choice option assortment (Inesi et al., 2011) and the quantity people are allowed to choose (Thompson, Banerji, and Hamilton, 2020). Donation services may restrict their choice assortment and/or the allowable choice quantity to increase operation efficiencies, avoid stockouts, cope with limits in their supply chain, stretch their budgets or the like. We do not focus on choice option quality as donation services are typically required, or at least expected, to provide good quality products by the sponsoring government or nonprofit entity. For example, the U.S. Supplemental Nutrition Assistance Program or SNAP "provides food benefits to low-income families to supplement their grocery budget so they can afford the nutritious food

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essential to health and well-being" (U.S. Department of Agriculture, 2017, p. 1). In other words, the SNAP food donation service aims to provide good quality food that meets nutritional requirements and promotes health.

Donation Service Design and Consumer Power

Donation services by design, due to supply-side reasons like efficiency, inventory control or simply limited funds, may restrict the quantity consumers can choose and/or the assortment from which they can choose. However, the extent to which consumers have adverse psychological reactions to the limited product choice, and experience measurable dissatisfaction, may depend on various individual characteristics that make them vulnerable. Some individual characteristics that may make consumers vulnerable include their age and gender (Hill and Sharma, 2020) and their level of power during the service experience, which will be our focus (Baker, Gentry, and Rittenburg, 2005). We define power as command over others or valuable resources (Inesi et al. 2011). We compare people who seek donation services when they are in a position of higher versus lower financial power in terms of their access to money or other resources (Rucker, Galinsky, and Dubois, 2012), or higher versus lower interpersonal power due to the service experience itself (Rucker, Dubois, and Galinsky, 2011).

Many donation service beneficiaries are likely to be experiencing low financial power. For example, many families with children rely on the National School Lunch Program, School Breakfast Program and/or Child Care Food Program for meals due to severe financial constraints; these programs serve about 35 million children daily (Dunn et al., 2020). Also nonprofit organizations such as the Salvation Army provide 56 million meals a year to help those facing economic hardship (Salvation Army, 2023). However, donation services may also be

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sought by people with relatively high financial power, e.g., a wildfire may force even wealthy people to seek donations of food or shelter, or age may prompt them to seek senior services.

In addition, if donation service staff members wield their authority over beneficiaries, the service experience itself may cause beneficiaries to feel as if they have low interpersonal power. For example, consumers receiving donations are frequently required to queue up and wait a long time to be served (Cherrier and Hill, 2018), which causes them to lose authority over their own schedule, disempowering them. Furthermore, people seeking aid may be shuttled to unfamiliar service locations (Cherrier and Hill, 2018), which results in them losing command over their environmental surroundings. Or paid staff or volunteers at donation sites may act as if they are in a position of privilege (Hill, 1994) and make beneficiaries feel inferior to them. Hence, with donation services, the service experience may not feel like the typical one in which consumers fulfill their needs and desires and have positive interactions with service staff (Rayburn, 2015).

The Interplay Between Consumer Power and Choice

Theorizing about the interplay between consumer power and choice indicates that, while these constructs are conceptually distinct, either or both can "satisfy the need for *personal control*, the belief that events are influenced by and contingent upon one's own behavior and not fate, circumstances, other people, or uncontrollable physical forces" (Inesi et al. 2011, p. 1042). This theorizing also posits that power and choice combined, and the resultant sense of control, must meet a minimal threshold for psychological well-being, positive perceptions and satisfaction (Inesi et al. 2011). In contrast, if power and choice combined fall below the threshold, consumers are no longer in a good place psychologically (Inesi et al. 2011). This theorizing suggests that consumer response to product choice restrictions in a donation service

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context may be moderated by their power level, namely, their financial power prior to entry and/or their interpersonal power from treatment upon entry.

Being in a position of high financial or interpersonal power may allow consumers to overlook choice restrictions at a donation service, because their high power will buffer them (Inesi et al., 2011). In contrast, if consumers are in a state of low financial or interpersonal power and must cope with a donation service that restricts their choice, they may not fare as well psychologically, because they may drop below the required threshold (Inesi et al., 2011). Discovering they cannot choose the quantity of products they need, or choose from a desirable product assortment, they may react psychologically with dissatisfaction (Spreng, MacKenzie, and Olshavsky, 1996). On the other hand, if a donation service offers expanded choice, the threshold may be met even for low-power individuals. Thus, we test the following hypothesis (also see Figure 1).

> **H1:** When individuals with low financial or interpersonal power encounter a donation service limiting their product choice quantity or assortment, this will reduce both their overall satisfaction and their decision satisfaction relative to a service offering expanded choice. Among higher-power individuals, these effects will be weaker.

[INSERT FIGURE 1 HERE]

Consumer Perceptions of Justice as Mediator

In donation service contexts, when consumers' levels of power and choice do not meet the required threshold for psychological well-being (Inesi et al. 2011), their perceptions may be adversely affected in several ways. One way that seems especially relevant to donation services is that consumers may perceive they are being treated unjustly or unfairly (Joshi, 1990;

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Namasivayam and Mount, 2006). When consumers enter into an interpersonal experience with any service provider, they generally expect to be treated fairly (Schneider and Bowen, 1999). Donation services are set up to help those in dire need who are vulnerable, so users should have a similar or even greater expectation of being treated justly and fairly.

While the perception of justice is multi-faceted, we focus on procedural justice (Dailey and Kirk, 1992; Namasivayam and Mount, 2006) because it seems especially relevant to donation service contexts. Procedural justice means a person perceives impartiality in the procedures and processes used to arrive at distribution outcomes (Namasivayam and Mount, 2006). Procedural justice is cultivated through implementing a fair and equitable service experience including lack of bias and ethicality, and allowing people to have sufficient voice in their outcomes (Colquitt, 2001). Because we study donation services that provide for basic needs, beneficiaries should be especially concerned about procedural justice and being treated fairly and equitably so their basic needs are met. If the service provider does not offer an assortment of items that will meet beneficiaries' needs, or does not allow beneficiaries to obtain the quantity of items needed, this will likely reduce beneficiaries' perception of procedural justice, unless they have a buffering mechanism. They may not feel the procedures are equitable nor that they have a sufficient voice in their outcomes (Colquitt, 2001).

Providers probably do not intend to offer donation services that beneficiaries view as unjust, but nonetheless may do so, because they allow themselves to be governed by supply-side goals which may conflict with beneficiary goals (Thibaut and Walker, 1975). For example, the goals of a food donation service may be to quickly address nutritional deficits and increase food availability, which may lead them to offer one type of prepacked food box. In contrast, the beneficiary goals may be to obtain food their family desires to eat and fill gaps in their food

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supply, but now they are given no choice, no voice, no ability to customize. And so, they may view the donation service's procedures as unjust because its supply-side focus has resulted in goal divergence and a suboptimal service design for them (Thibaut and Walker, 1975).

The perception of procedural injustice will likely be especially strong among donation service users who are experiencing low financial or interpersonal power and, in seeking donations, are told their choices are restricted. Their low power state means their sense of control is already low, and the choice limitations are likely to drop it even lower (Inesi et al. 2011). If not told or do not understand the supply-side reasons for the choice limitations, they are likely to perceive the situation as unjust, eliciting dissatisfaction. But if donation service users are experiencing high financial or interpersonal power, and then encounter choice restrictions, they may be able to maintain positive perceptions due to the buffering effect of that high power (Inesi et al., 2011). Hence, we also tested this second hypothesis.

> **H2:** When individuals with low financial or interpersonal power encounter a donation service limiting their product choice quantity or assortment, they will perceive lower procedural justice relative to a service offering expanded choice; and this will mediate to reduce their satisfaction. Among higher-power individuals, these effects will be weaker.

Overview of Studies

To test our hypotheses, we conducted three studies. In all studies, individuals experienced a relatively temporary need for donation services. Study 1 was an experiment in the field, involving vulnerable individuals with low financial power, who patronized a local food pantry. We tested actual service designs being considered by the food pantry that would either limit or expand beneficiaries' permissible choice quantity, holding constant choice assortment and

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quality, and assessed service satisfaction. Study 2 measured people's financial power and Study 3 manipulated people's experience of interpersonal power as moderators. Both studies examined the effects of limited vs expanded choice assortment on service satisfaction, holding constant choice quantity and quality. Study 3 also examined perceived procedural justice as a mediator.

Study 1: Effects of Donation Service Design at a Food Pantry for the Vulnerable

Overview

Numerous circumstances can lead individuals to quickly face hardships such as food insecurity (Iceland and Bauman, 2007), which may cause them to rely on donation services to provide them with basic resources. For example, in 2016, about 12.3% of U.S. households were food insecure (U.S. Department of Agriculture, 2017). During the peak of the COVID-19 pandemic, that number rose to about 23% of households lacking adequate food (DeParle, 2020). In-kind donations are the most common type of aid provided the U.S (Shaefer, Naranjo, and Harris, 2019). Thus, Study 1 focused on in-kind food donations and involved a controlled experiment in the field in an actual food pantry. We partnered with the pantry at our university and tested tightening or easing the limitations it imposed on the quantity of items patrons could choose, in an attempt to avoid stock-outs, because this was of interest to pantry management. The pantry agreed to collaborate with our research to try to improve their procedures, and their beneficiaries were cooperative as well. This food pantry tries hard to create an empowering and collaborative environment, e.g., they routinely survey patrons to monitor their satisfaction.

We helped the pantry test two new service designs they were contemplating, that varied in the quantity of food items people were allowed to choose of the same type. The pantry's

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normal procedure was to allow choice of only three items from the refrigerated section, to avoid stockouts there; but otherwise there were no quantity limits as long as the food items fit into the basket provided. However, the food pantry wanted to test imposing a quantity limit of one per item across the entire pantry, to do a better job of avoiding stockouts. They also wanted to test the opposite approach, expanded choice, which removed all quantity limits throughout the pantry, even in the refrigerated section, as long as the food items fit into the basket provided.

Design and Participants

Study 1 used a one-factor design that randomly manipulated the independent variable between-subjects, namely, choice quantity: limited versus expanded. We recruited 82 English-speaking U.S. participants at our university food pantry. Upon entering the pantry, individuals were asked to participate in our study. As an incentive, we said we would enter them into a drawing to win a $5 gift card, and we told them their chances of winning were 1 in 3 (33%). Of those approached about 80% chose to participate in our study, which is above the acceptable limits to counteract selection bias which could occur with response rates lower than 60-70% (Prince, 2012; Elston, 2021). To ensure there were no duplicate participants, we recorded their student IDs. If an individual agreed to participate, they received an information sheet, which randomly assigned them to one of the two donation service designs. Participants were asked not to look at the information sheets provided to others, only at their own sheet. After participants read the information sheet, they actually shopped for real food at the pantry. Once participants completed their shopping, we measured their overall satisfaction with the food they obtained and conducted a check of the service design manipulation. We also measured their gender, ethnicity, first generation student status and past food pantry usage.

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Context, Manipulations and Measures

Donation Context: Food Pantry Servicing Consumers with Low Financial Power. This was a study at a real food pantry with actual food, and it focused on consumers with low financial power, based on self-reported food insecurity (Gjertson 2016). We relied on our research partner's measure of this construct, which was a confidential measure that assessed if students were food insecure (e.g., going hungry) due to a lack of financial resources (e.g., low income). Students who met the requirements of the food pantry were allowed to visit it one day a week, and this was tracked by scanning their student IDs. The pantry contained shelves and refrigerators with real food and provided small food baskets where items were to be placed.

Donation Service Design Manipulation: Expanded vs. Limited Choice Quantity. We handed out information sheets at random to participants to manipulate the quantity of items of the same type they were allowed to choose on that day. Choice assortment and quality remained unchanged. Participants assigned to the limited choice quantity condition read: "Please feel free to pick out any items you want and but limit yourself to no more than 1 of each item due to the quantity maximum. Also, please respect the 3 item per fridge rule. Please make sure all your items fit inside the basket provided." Participants assigned to the expanded choice quantity condition read: "Please feel free to pick out any items you want and as much of each item as you want. There is no item quantity limit, and today, you can even disregard the 3 item per fridge rule. Please make sure all your items fit inside the basket provided."

Outcome Measures. We measured participants' overall satisfaction with the food they obtained from the pantry (Mano and Oliver, 1993). We also conducted a check of our manipulation of choice quantity. All measures are in the Table 1.

[INSERT TABLE 1 HERE]

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Analyses. The data were analyzed using one-factor ANOVA with a two level independent variable: a donation service design that offered limited versus expanded choice quantity. The dependent variables were overall satisfaction with the donation obtained and the manipulation check of perceived choice quantity.

Results

Participants (N=82). Males comprised 45% of our sample; females 55%. Most were Asian (41.2%) or Hispanic/Latino (39.7%), which also characterized the university at large. Many were first-generation college students (42.7%). Their mean number of prior visits to the food pantry was 21.63, and their mean number of months visiting the pantry was 9.70.

Manipulation Check. We found the expected main effect for choice quantity on its manipulation check ($F(1, 80) = 10.32$, $p = .002$, $\eta p^2 = .114$). Participants reported they had less control over the food they received when the service design offered limited choice quantity ($M_{limited} = 4.03$) relative to expanded ($M_{expanded} = 4.64$).

Hypothesis Test. We found a main effect for choice quantity on overall satisfaction with the food donation obtained ($F(1, 80) = 13.78$, $p < .001$, $\eta p^2 = .147$). Participants reported being less satisfied when the service design offered limited choice quantity ($M_{limited} = 4.44$) compared to expanded ($M_{expanded} = 4.79$), supporting H1.

Discussion

This study found that when vulnerable individuals, due to low financial power, were offered a donation service experience that lowered (vs. increased) the quantity of items they could choose of the same type, their overall satisfaction was reduced. These results provided the first indication that donation service designs that limit choice, e.g., to avoid stockouts, could significantly lower beneficiary satisfaction. However, we hypothesized that beneficiary's level of

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power, either financial or interpersonal from interactions with donation service staff, might serve as a buffer; and so Studies 2 and 3 explored this possibility. These studies also examined another element of consumer choice, namely the assortment offered by the donation service.

Pretest of Manipulations for Studies 2 and 3

Overview

Before conducting our lab experiments, we pretested our manipulation of limited versus expanded choice assortment to be used in Studies 2-3. Also, after measuring consumer financial power in Study 2, in Study 3 we would manipulate consumer interpersonal power, so we pretested this manipulation as well. We recruited 183 English-speaking U.S. participants using CloudResearch. We randomly assigned each participant to one level of the choice assortment manipulation (limited versus expanded) and one level of the interpersonal power manipulation (high versus low).

Context, Manipulations and Measures

Donation Context: Natural Disaster. Replicating circumstances similar to Hurricane Katrina or the Lahaina Hawaii fire, participants were asked to imagine they were forced to evacuate their home due to a natural disaster, such as a hurricane or fire headed toward their area. They had to rush out quickly without clothing, would not be able to return home for days, and in the meantime would stay in a shelter. Thus, they were facing a temporary need for clothing donation services.

Donation Service Design Manipulation: Choice Assortment. Participants in the limited choice assortment condition were told the donation service would provide them clothing directly, based on their size and gender, and that the style, fit and color palette of the clothing would be

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selected for them. Participants in the expanded choice assortment condition were told the donation service would provide them clothing directly, but they were given options pertaining to style, fit and color palette. In both conditions, the total value of the donation was stated to be approximately the amount it would cost to purchase the following items at a discount store: five outfits, one jacket and one pair of shoes.

Consumer Power Manipulation: Interpersonal Power. Similar to past manipulations of interpersonal power (Rucker, Dubois, and Galinsky, 2011), each participant was asked to read a description of their interactions with donation service staff that was designed to elicit feelings of either low or high interpersonal power. To elicit low interpersonal power, participants were told they would need to obey staff orders, the staff would decide how to get their clothing, they would need to follow instructions and provide all request information to the staff, and the staff would evaluate them but they would not evaluate the staff. To elicit high interpersonal power, participants were told they would be working along with the staff, they would collaborate with the staff to decide how to get their clothing and provide guidance and information to the staff, and the staff would evaluate them but they would also evaluate the staff.

Measures. The measures were our manipulation checks for choice assortment and consumer interpersonal power. See Table 1 for details.

Analyses. The data were analyzed using two-factor ANOVA. The independent variable was donation service design with two levels: limited versus expanded choice assortment. This factor was crossed with the moderator of consumer interpersonal power with two levels: high versus low. The dependent variables were our manipulation checks.

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Results

Participants (N=183). The sample included 61.7% males and 38.3% females, 43.2% had a 4-year college degree, 79.2% were employed and 74.9% were Caucasian. The mean age was 31.5 and the mean annual income was $78,390.

Manipulation Check Results. As expected, we found a main effect for choice assortment on its manipulation check ($F(1, 179) = 38.94$, $p < .001$, $\eta p^2 = .179$, $M_{limited} = 2.16$ vs. $M_{expanded} = 3.16$), with no main effect for consumer interpersonal power ($F(1, 179) = 1.30$, $p = .256$), and no interaction between choice assortment and interpersonal power ($F(1, 179) = .70$, $p = .405$). We also found the expected main effect for interpersonal power on its manipulation check ($F(1, 179) = 33.33$, $p < .001$, $\eta p^2 = .157$, $M_{low} = 1.87$ vs. $M_{high} = 2.74$), with no main for choice assortment ($F(1, 179) = 2.79$, $p = .097$), and no interaction between choice assortment and interpersonal power ($F(1, 179) = .34$, $p = .561$).

Study 2: Effects of Donation Service Design and Financial Power on Satisfaction

Overview

Study 2 examined whether the effect of limited versus expanded choice assortment on overall satisfaction with the donation obtained would be weaker among individuals possessing relatively high financial power. During crises, such as natural disasters, people of all financial levels may temporarily need donation services. Hence, we wanted to see if having higher versus lower financial power might alter people's reactions to donation services that, for supply-side or other reasons, offered a limited rather than expanded choice assortment.

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Design and Participants

Study 2 used random assignment to manipulate the independent variable between-subjects: a donation service design offering limited versus expanded choice assortment. The moderator, consumer power, was measured by assessing each individual's perception of their own financial power (Anderson and Galinsky, 2006). We recruited 185 English-speaking participants from the U.S. using CloudResearch.

Context, Manipulations and Measures

Donation Context: Natural Disaster. We used the same donation context as the pretest.

Consumer Power Measure: Financial Power. We measured self-reported financial power using an adapted eight-item scale (Anderson and Galinsky, 2006), shown in the Table 1.

Donation Service Design Manipulation: Choice Assortment. Participants read one of two descriptions of a clothing donation service to manipulate whether it offered limited versus expanded choice assortment. See the pretest for this manipulation and our check of it.

Outcome Measure. We measured participants' overall satisfaction with the clothing they obtained from the donation service (Maheswaran and Meyers-Levy, 1990). See Table 1.

Analyses. The data were analyzed using a one-factor ANOVA with the independent variable being donation service design with two levels: limited vs expanded choice assortment. This variable was crossed with an interval scaled moderator which was measured: consumer financial power. As the moderator was interval scaled, it was included as a covariate in the ANOVA, but an omnibus ANOVA was specified with two main effects and the two-way interaction. The dependent variable was overall satisfaction with the donation obtained.

Results

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Participants (N=185). Participants were 48.1% male and 51.9% female, many had a 4-year college degree (38.9%), and most were employed (87.6%) and Caucasian (81.1%). The mean age was 40.0 and the mean annual income was $68,061. The mean on self-assessed financial power was 3.85 and, for the spotlight analysis, lower financial power was 2.54 or below (mean – 1 SD) while higher financial power was 5.16 or above (mean + 1 SD). As expected, our manipulation of choice assortment did not affect self-assessed financial power ($F(1,183) = 0.91$, $p = .342$).

Manipulation Check of Choice Assortment. See pretest results.

Hypothesis Test. We found the expected interaction between choice assortment and consumer financial power on overall satisfaction with the donated clothing obtained ($F(1, 181) = 4.07$, $p = .045$, $\eta p^2 = .022$; see Figure 2). Also, there was a main effect for choice assortment ($F(1, 181) = 7.83$, $p = .006$, $\eta p^2 = .042$, $M_{limited} = 3.61$ vs. $M_{expanded} = 4.37$) but no main effect for consumer financial power ($F(1, 181) = 1.93$, $p = .166$, $B = -.353$). Using spotlight analysis to determine the impact of lower versus higher power as a moderator (mean +/- 1 SD), we found that for lower financial power individuals, a service design with limited versus expanded choice assortment reduced overall satisfaction with the donation obtained ($F(1, 181) = 11.60$, $p < .001$, $\eta p^2 = .060$, $M_{limited} = 3.52$ vs. $M_{expanded} = 4.83$). However, for higher financial power individuals, a service design with limited versus expanded choice assortment did not affect overall satisfaction ($F(1, 181) = .30$, $p = .585$, $M_{limited} = 3.69$ vs. $M_{expanded} = 3.90$). Hence, Study 2 further supported H1.

[INSERT FIGURE 2 HERE]

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Discussion

Study 2 found that a donation service that limited choice in terms of product assortment, as compared to offering more assortment choice, reduced people's satisfaction with the donation obtained, but only among those lacking financial power who were vulnerable. In other words, designing donation services to provide choice assortment mattered the most for vulnerable consumers with low financial power. Being more needy, one might expect them to be more tolerant of limited choice but, instead, they were less tolerant. Those with relatively high financial power were as satisfied with the clothing donation that gave them versus did not give them assortment choice. Apparently their high financial power buffered them from reacting negatively to the limited choice assortment.

Study 3: Donation Service Design, Interpersonal Power, Perceived Justice and Satisfaction

Overview

Study 3 manipulated interpersonal power at a donation service by using descriptions of how the donation service staff interacted with patrons, manipulated choice assortment, and measured procedural justice and satisfaction. It sought to address a practical question: If donation service staff have different interpersonal dynamics with beneficiaries, will it change beneficiaries' response to service designs offering limited choice, e.g., to avoid stockouts? Study 3 also screened for people who had visited a non-profit organization in the last five years to obtain clothing donations, to ensure we were studying the relevant target population.

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Design and Participants

Study 3 randomly manipulated the independent variable, donation service design, between-subjects: limited versus expanded choice assortment. The moderator, consumer power, was also randomly manipulated between-subjects: high or low interpersonal power. Using CloudResearch, we recruited 222 U.S. English-speaking participants who had visited at least one non-profit organization within the last five years to obtain clothing donations.

Context, Manipulations and Measures

Donation Context: Clothing Donations. Rather than using a natural disaster scenario, we asked participants to think about when they had previously sought clothing donations. We gave them a description of a donation service and asked them to imagine having a similar experience when they were looking for clothing donations.

Donation Service Design Manipulation: Choice Assortment. Participants read one of two descriptions of a clothing donation service to manipulate whether it offered limited versus expanded choice assortment. See the pretest for this manipulation and our check of it.

Consumer Power Manipulation: Interpersonal Power. Participants also read one of two descriptions of how they interacted with donation service staff to manipulate whether they would feel low or high interpersonal power. See the pretest for this manipulation and our check of it.

Mediator Measure: Perception of Procedural Justice. To measure participants' perception of justice, a six-item procedural justice scale was adapted from past work (Colquitt, 2001). Details are in the Table 1.

Main Outcome Measure: Decision Satisfaction. The main outcome was participant's decision satisfaction, i.e., their satisfaction with their decision making at the donation service

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(Heitmann, Lehmann, and Herrmann, 2007). We used the four-item adopted scale in the Table 1 (Wills and Holmes-Rovner, 2003).

Analyses. The data were analyzed using a two-factor ANOVA. The independent variable of choice assortment (limited versus expanded) was crossed with the moderator of consumer interpersonal power (low versus high). The dependent variables were the perception of procedural justice (the mediator) and decision satisfaction (the main outcome). For mediation testing, we used the SPSS PROCESS macro (Hayes 2013), Model 8, with a 95% confidence-interval and 10,000 bootstrap resamples.

Results

Participants (N=222). Participants were 54.1% male and 45.9% female, most were either high school graduates (30.6%) or with just a few years of college (32.9%), and 64.9% were employed with 66.7% being Caucasian. The mean age was 38.86 and the mean annual income was $46,291 with an average household size of 2.6. In the past five years, participants had on average visited a non-profit organization to obtain clothing donations 5.1 times.

Manipulation Checks of Choice Assortment and Interpersonal Power. See pretest results.

Hypothesis Test Involving the Main Outcome: Decision Satisfaction. As expected, we observed an interaction between choice assortment and consumer interpersonal power on decision satisfaction ($F(1, 218) = 8.47$, $p = .004$, $\eta p^2 = .037$; see Figure 3a). We also observed a main effect for choice assortment ($F(1, 218) = 16.12$, $p < .001$, $\eta p^2 = .069$, $M_{limited} = 4.90$ vs. $M_{expanded} = 5.54$) but no main effect for interpersonal power ($F(1, 218) = 7.86$, $p = .006$, $\eta p^2 = .035$, $M_{low} = 5.00$ vs. $M_{high} = 5.44$). Decomposing the interaction, pairwise tests revealed that when individuals experienced low interpersonal power, a service design with limited versus expanded choice assortment lowered decision satisfaction ($t(218) = 4.816$, $p < .001$, $M_{limited} =$

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4.45 vs. $M_{expanded}$ = 5.55). But when individuals experienced high interpersonal power, a service design with limited versus expanded choice assortment did not affect decision satisfaction ($t(218) = 0.792$, $p = .428$, $M_{limited}$ = 5.36 vs. $M_{expanded}$ = 5.53). H1 was supported.

[INSERT FIGURE 3 HERE]

Hypothesis Test Involving Mediator: Perception of Procedural Justice. Also as anticipated, we observed an interaction between choice assortment and consumer interpersonal power on the perception of justice ($F(1, 218) = 4.65$, $p = .032$, $\eta p^2 = .021$; see Figure 3b). We also observed a main effect for choice assortment ($F(1, 218) = 12.68$, $p < .001$, $\eta p^2 = .055$, $M_{limited}$ = 4.86 vs. $M_{expanded}$ = 5.42), and a main effect for interpersonal power ($F(1, 218) = 13.54$, $p < .001$, $\eta p^2 = .058$, M_{low} = 4.85 vs. M_{high} = 5.43). Decomposing the interaction, pairwise tests revealed that individuals with low interpersonal power that were given limited versus expanded choice assortment had a lower perception of justice ($t(218) = 3.978$, $p < .001$, $M_{limited}$ = 4.39 vs. $M_{expanded}$ = 5.30). Among individuals with high interpersonal power, limited versus expanded choice assortment did not alter their perception of justice ($t(218) = 1.009$, $p = .314$, $M_{limited}$ = 5.32 vs. $M_{expanded}$ = 5.55). These results supported H2 on mediation.

Mediation Testing. Finally, we conducted a mediation test to verify that the perception of procedural justice had mediated decision satisfaction. The test of the indirect effect of choice assortment (the independent variable) crossed with consumer interpersonal power (the moderator) on decision satisfaction (the dependent variable) through perceived justice (mediator) supported mediation (95% CI = -.9421, -.0423). With low interpersonal power, the perception of justice mediated the donation service design effect on decision satisfaction (indirect effect = .6459, 95% CI = .3259, .9795). With high interpersonal power, the perception of justice did not

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mediate (indirect effect = .1588, 95% CI = -.1463, .4733). This mediation testing provided further support for H2.

Supplemental Measures. As a supplemental measure of satisfaction, we assessed satisfaction with the decision to seek aid (see Appendix). The results showed that choice and power did not interactively affect satisfaction with the decision to seek aid; the effects we observed were limited to satisfaction with the donation service experience itself. We measured other single-item supplemental measures (see Appendix). Overall satisfaction with the donation obtained, and feeling content and proud during the donation service experience, patterned similarly to decision satisfaction, indicating we were picking up an overall experiential effect.

Discussion

When participants were made to feel powerless by how donation staff treated them, in their state of vulnerability, offering them limited versus expanded choice assortment decreased their perception of procedural justice which then decreased their decision satisfaction. These findings indicate it is not enough for donation services to provide goods or services; they should also provide choice assortment when possible. Moreover, donation service staff should show respect for beneficiaries' interpersonal power, in order to leave them holistically in a good place with a high perception of justice and high satisfaction with the service experience.

General Discussion

Special circumstances and events can place individuals, even those who had been relatively wealthy or at least middle class, in a position where they at least temporarily need donation services to get access to vital resources such as food, clothing and/or shelter. Most

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recently, the COVID-19 pandemic caused over 40 million U.S. adults to file for unemployment benefits (Morath, 2020) and resulted in food insecurity for about 23% of households (DeParle, 2020). Previously, Hurricane Katrina caused unemployment to jump in Louisiana from 5.8% to 12.1% (Bureau of Labor Statistics, 2006) and increased the Food Stamp caseload by 12% (Hanson and Oliveira, 2007). These two examples relate to temporary food needs, but consumers often need in-kind donations of clothing, shelter or transportation as well.

Although hundreds of billions of dollars are spent annually on donation services in the U.S. (Center on Budget and Policy Priorities, 2020; Lilly Family School of Philanthropy, 2020), minimal research has examined recipient satisfaction with these donation services or what affects their satisfaction. Nevertheless, those in charge of managing these large sums of money have suggested major changes to donation service designs. For instance, a proposed 2019 change in the U.S. Supplemental Nutrition Assistance Program or SNAP would have pre-selected the food items consumers would receive (Wilford, 2018).

Many donation services feel that, due to supply-side or other considerations, they should impose limitations on beneficiaries in terms of the quantity of items they can choose and/or the assortment from which they can chose. Therefore, we look at the effects of limiting choice on beneficiaries. We find that donation services that offer limited versus expanded choice quantity or assortment decrease consumer perception of procedural justice and, as a result, significantly lower their satisfaction with the donation service experience. However, this only occurs if consumers are experiencing low financial or interpersonal power, such that the additional loss of choice threatens their sense of control and is psychologically damaging (Inesi et al. 2011).

We study both low financial power and low interpersonal power as sources of consumer vulnerability. Vulnerable consumers perceive limiting their choices as relatively unjust which

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causes dissatisfaction, but more powerful consumers do not react this way. Therefore, management and staff who run donation services, assuming they are in positions of power, may not recognize how harmful it is too restrict beneficiary choice. Our finding that interpersonal power has a buffering effect (Inesi et al., 2011) provides insight into how management and staff can improve the situation for beneficiaries: they can bolster beneficiary feelings of interpersonal power through positive interactions with their personnel. Doing this will allow beneficiaries to perceive the donation service as just and satisfying, so they continue to turn to it to fulfill their basic needs, even if choice quantity and/or assortment must be limited due to supply-side issues.

Ideally, donation services should do whatever they can to offer beneficiaries expanded choice, in terms of the quantity they can choose and the assortment from which they can chose. If this is not possible, or even if it is, donation services should try to ensure that interactions between donation service staff and beneficiaries are positive and empowering to maximize beneficiaries' feelings of interpersonal power. Large traditionally-run donation services such as Feeding America and The Salvation Army, which account for $4.8 billion in charitable donations (Barrett, 2019), should be the first to carefully examine their donation service designs to allow for more choice and better exchange relationships between staff and beneficiaries.

We also urge nonprofits and government agencies that offer aid to ask for feedback from their beneficiaries. A number of service issues may potentially have adverse effects on beneficiaries. If donation services do not collect feedback from beneficiaries, while they may provide some basic goods and services that are needed, this does not mean their beneficiaries will perceive the donation service experience as just or satisfying. It is important to care about not just the physical but also the mental well-being of vulnerable populations.

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We acknowledge that, especially during times of crisis, organizations may not be able to provide a lot of choice in their service designs; they may be forced to impose quality, quantity and/or assortment limits. However, organizations can focus on creating empowering situations to offset this lack of choice. We found that increasing beneficiaries' feelings of interpersonal power is one way to do this. Donation services should focus on creating an environment where beneficiaries do not feel bossed around, demeaned, disrespected or ignored. Beneficiaries should feel they are working in collaboration with donation service staff and providing feedback to ensure their needs and wants are met. Knowing that many nonprofits are currently lacking in their efforts to obtain beneficiary feedback, this may be a great starting point.

This research fills important gaps in the literature on consumer service experiences. Past work has focused on the private sector and on improving retail service environments for food (Biswas, Lund, and Szocs, 2019; Biswas and Szocs, 2019) clothing (Argo and Dahl, 2018; Hoegg, Scott, Morales, and Dahl, 2014) and healthcare (Dellande, Gilly, and Graham, 2004; Kraus, Schiavone, Pluzhnikova, and Invernizzi, 2021). We expand this work to other large sectors of the service industry, namely donation services provided by government or nonprofit groups. Furthermore, we focus on a different group of consumers, those who are vulnerable. We therefore respond to a recent call to better understand how service designs and processes affect vulnerable consumers (Rosenbaum et al. 2017). While some work in the services literature has examined vulnerable consumers (Cheung and McColl-Kennedy, 2019; Gurrier and Drenten, 2019; Muñoz-Mazón, et al., 2021), little work as focused on improving service designs for them, with the exception of some new work on financial service designs (Amine and Gatfaoui, 2019; Stavros et al., 2021; Ofori-Okyere, Edghiem, and Kumah, 2023). We are among the first to study how to optimize the design of donation services for vulnerable populations.

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Given that 67% of the U.S. government anti-poverty budget is spent on in-kind donation services, our in-kind donation research has good external validity. However, research limitations should be noted. Our samples did not fully represent all populations seeking donation services. We recruited participants from CloudResearch, and, in Study 3, we screened for those who had sought clothing donations. In Study 1, we studied patrons shopping at an actual food pantry. However, some of our other participants may have been less familiar with donation services. In addition, we studied short-term donation services providing food and clothing aid, but individuals may also seek longer-term donation services and/or other forms of aid, so these situations should be studied. Moreover, we only studied people with low financial or interpersonal power, but people may face other and/or more severe vulnerabilities. Therefore, other forms of vulnerability, e.g., due to sociodemographics (e.g., age, race), low social power (e.g., transgender consumers), or extremely low financial power (e.g., homelessness, bankruptcy) should be studied as well.

We leave readers with these questions. If donation services are designed suboptimally, causing vulnerable consumers in need of them to experience dissatisfaction and to perceive procedural injustice, how much are these services really helping, and can they do better? We believe they can do better by respecting their beneficiaries, offering them as many choices as possible, as in regular retail settings, and obtaining their feedback. We hope donation services will begin to take these steps to improve, because users are counting on them and deserve better.

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Figure 1. Donation Service Design Effects on a Beneficiary's Perceived Justice and Satisfaction

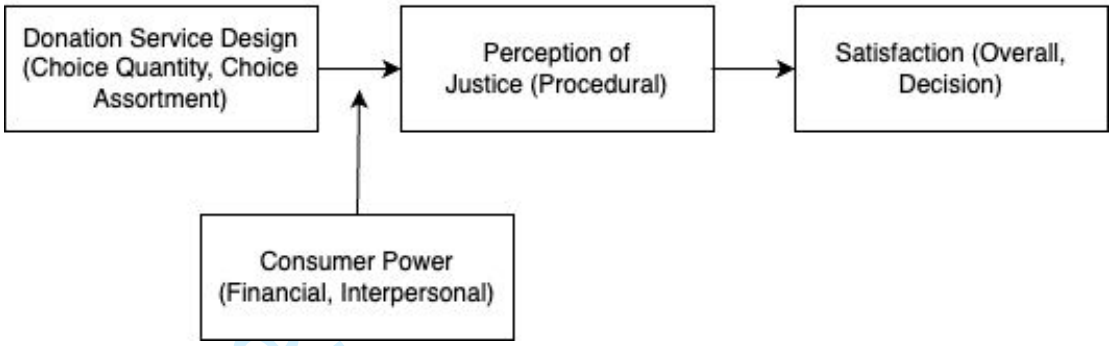

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Figure 2. Donation Service Design Effects on Satisfaction with Financial Power Moderating (Study 2)

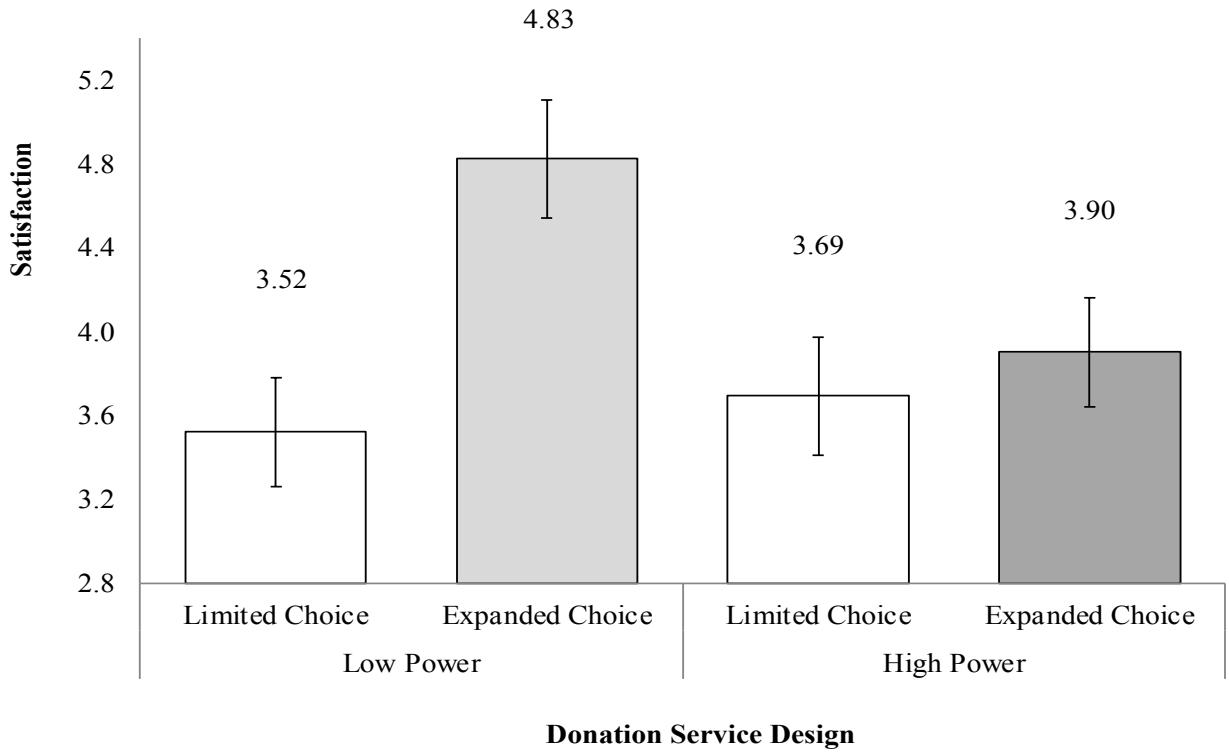

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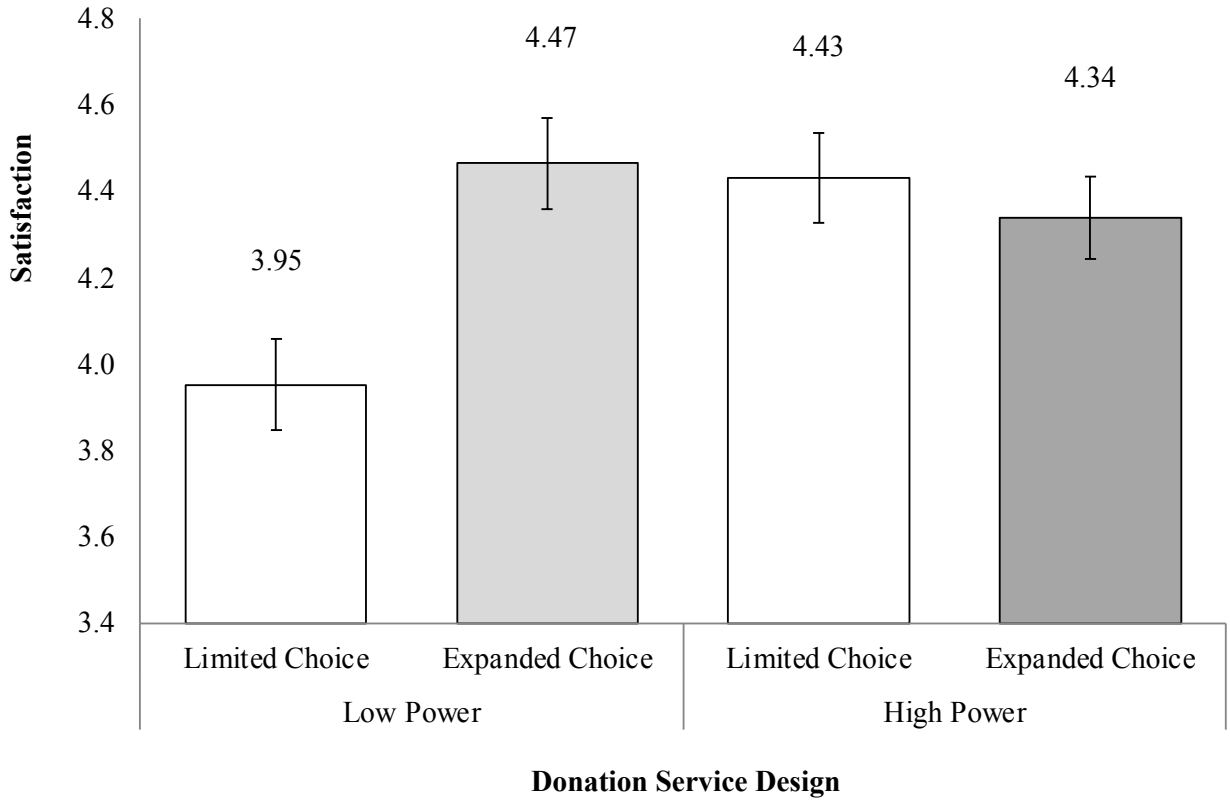
Figure 3. Donation Service Design Effects with Interpersonal Power Moderating (Study 3)

3a. Effects on Decision Satisfaction (Dependent Variable)



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3b. Effects on Perceived Justice (Mediator)

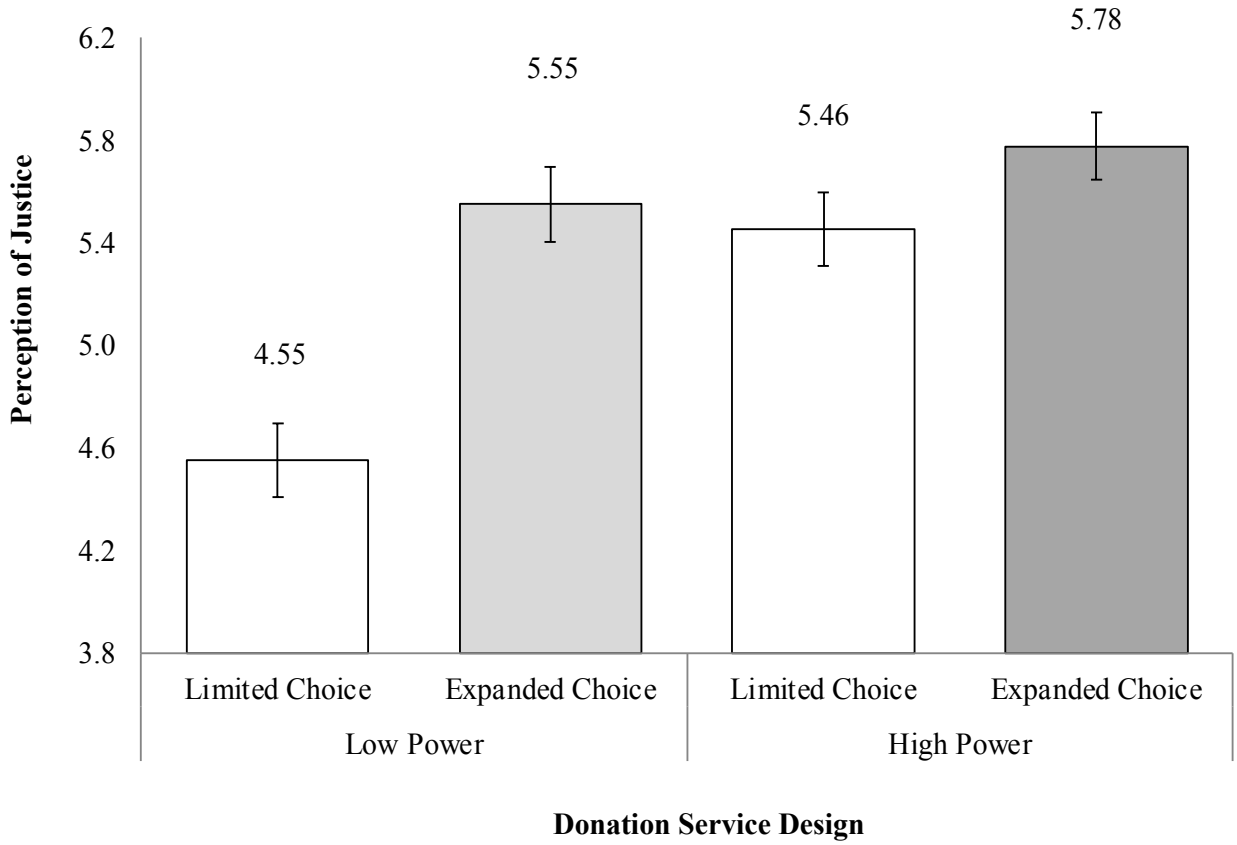

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Table 1. Study Measures

Study	Outcome	Items	Reliability
Study 1 (Field)	Dependent Variable: Overall Satisfaction with the Donation Obtained	"I am satisfied with the food I obtained today at the (name of pantry). I strongly desire to use the food that I obtained today from the (name of pantry)." Scale: strongly disagree = 1, strongly agree = 5. Adapted from Mano and Oliver, 1993.	α = .74
	Manipulation Check of Donation Service Design: Choice Quantity	"I felt I was given a huge amount of control regarding the food I received today." Scale: strongly disagree = 1, strongly agree = 5.	NA
Study 2-3 Pretest	Manipulation Check of Donation Service Design: Choice Assortment (for Studies 2-3)	"How much did your preferences influence what clothing you would receive?" Scale: none at all = 1, a huge amount = 5.	NA
	Manipulation Check of Consumer Interpersonal Power (for Study 3)	"How much influence did you have over the charity volunteers and employees during the process?" Scale: None at all = 1, A huge amount = 5.	NA
Study 2 (Lab)	Moderator: Consumer Financial Power	"Because I have financial resources, people listen to me more often. Due to my limited financial resources, my wishes and wants are often neglected (R). Given my financial situation, I can pay others to perform various tasks for me. Even if I have important wants or needs, they are often unmet due to my financial situation (R). I think I have a great deal of financial power and freedom. My needs and wants are often ignored due to my limited financial resources (R). Even when I work hard, I am not able to improve my financial circumstances by much (R). If I want to, I get to decide what to spend my money on." Scale: disagree strongly = 1, agree strongly = 7. R means reverse coded. Adapted from Anderson and Galinsky, 2006.	α = .85
	Dependent Variable: Overall Satisfaction with the Donation Obtained	"I intend to use the donated clothing again soon. I am likely to use the donated clothing in the future. I will often use the donated clothing in the future." Scale: disagree strongly = 1, agree strongly = 7. Adapted from Maheswaran and Meyers-Levy, 1990.	α = .96
Study 3 (Lab)	Mediator: Perception of Justice	"I was able to express my views and feelings during this process. I had influence over the	α = .90

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		assistance I received during this process. The process was free of bias. The process was based on accurate information. I was able to provide feedback on this process. This process upheld ethical and moral standards." Scale: disagree strongly = 1, agree strongly = 7. Adapted from Colquitt, 2001.	
	Dependent Variable: Decision Satisfaction During the Service Experience	"I was adequately informed about the different clothing options available. The decision I made was the best decision possible for me personally. I had as much input as I wanted in the choice of clothing I would receive. I am satisfied with the decision that was made about the clothing I would receive." Scale: disagree strongly = 1, agree strongly = 7. Adapted from Wills and Holmes-Rovner, 2003.	$\alpha = .86$

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Appendix

Results for Additional Measures Included in Study 3

Overall Satisfaction with Donation Obtained. In Study 3, as in Study 1, we measured overall satisfaction with the donation obtained using a single item: "I am satisfied with the clothing I obtained from the organization (disagree strongly = 1, agree strongly = 7)." A two-factor ANOVA found an interaction between choice assortment and interpersonal power on overall satisfaction ($F(1, 218) = 7.08$, $p = .008$, $\eta p^2 = .031$). There was also a main effect of choice assortment ($F(1, 218) = 5.53$, $p = .020$, $\eta p^2 = .025$, $M_{limited} = 5.31$ vs. $M_{expanded} = 5.72$), but no main effect for interpersonal power ($F(1, 218) = 8.70$, $p = .004$, $\eta p^2 = .038$, $M_{low} = 5.26$ vs. $M_{high} = 5.77$). Decomposing the interaction, pairwise tests revealed that when individuals experienced low interpersonal power, a service design offering limited versus expanded choice assortment lowered overall satisfaction with the donation obtained ($t(218) = 3.488$, $p < .001$, $M_{limited} = 4.82$ vs. $M_{expanded} = 5.70$). But when individuals experienced high interpersonal power, a service design offering limited versus expanded choice assortment did not affect satisfaction ($t(218) = 0.221$, $p = .824$, $M_{limited} = 5.80$ vs. $M_{expanded} = 5.75$).

Satisfaction with the Decision to Seek Aid. As a supplemental measure of satisfaction, we measured satisfaction with the decision to seek aid using a three-item scale (Oliver, 1980, $\alpha = .85$, disagree strongly = 1, agree strongly = 7): "I am satisfied with my decision to get clothing. My choice to get clothing was a wise one. I think that I did the right thing when I decided to get clothing"). A two-factor ANOVA found no interaction between choice assortment and interpersonal power on satisfaction with the decision to seek aid ($F(1, 218) = 0.38$, $p = .539$). Likewise there was no main effect for interpersonal power ($F(1, 218) = 2.80$, $p = .096$), but a

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main effect for choice assortment ($F(1, 218) = 5.84$, $p = .017$, $\eta p^2 = .026$, $M_{limited} = 5.37$ vs. $M_{expanded} = 5.75$).

Confirmatory Factor Analysis. We conducted a confirmatory factor analysis, namely a principle components analysis with varimax rotation, to show that the multiple scale items measuring procedural justice, decision satisfaction with the donation service experience, and satisfaction with the decision to seek aid loaded onto their three respective factors. The results were supportive. See table in this Appendix.

Feeling Content. As another supplemental measure, we asked participants to indicate to what extent they felt "content" after their service experience (not at all = 1, extremely = 5). A two-factor ANOVA found an interaction between choice assortment and interpersonal power on feeling content ($F(1, 218) = 5.89$, $p = .016$, $\eta p^2 = .026$). There was also a main effect for interpersonal power ($F(1, 218)= 9.31$, $p = .003$, $\eta p^2 = .041$, $M_{low} = 3.46$ vs. $M_{high} = 3.87$), but no main effect for choice assortment ($F(1, 218) = 2.57$, $p = .113$). Decomposing the interaction, pairwise tests revealed that individuals with low interpersonal power that were given limited versus expanded choice assortment felt less content ($t(218) = 2.795$, $p = .006$, $M_{limited} = 3.18$ vs. $M_{expanded} = 3.73$). Among individuals with high interpersonal power, limited versus expanded choice assortment did not affect feeling content ($t(218) = 0.603$, $p= .548$, $M_{limited} = 3.93$ vs. $M_{expanded} = 3.81$).

Feeling Proud. As a final supplemental measure, we asked participants to indicate to what extent they felt "proud" after their service experience (not at all = 1, extremely = 5). A two-factor ANOVA found an interaction between choice assortment and interpersonal power on feeling proud ($F(1, 218) = 6.49$, $p = .012$, $\eta p^2 = .029$). There was a main effect for interpersonal power ($F(1, 218)= 12.42$, $p < .001$, $\eta p^2 = .054$, $M_{low} = 2.98$ vs. $M_{high} = 3.59$), but no main effect

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for choice assortment (F(1, 218) = 0.99, p = .321). Decomposing the interaction, pairwise tests revealed that individuals with low interpersonal power that were given limited versus expanded choice assortment felt less proud (t(218) = 2.470, p = .014, $M_{limited}$ = 2.67 vs. $M_{expanded}$ = 3.29). Among individuals with high interpersonal power, limited versus expanded choice assortment did not affect feeling proud (t(218) = 1.116, p= .266, $M_{limited}$ = 3.73 vs. $M_{expanded}$ = 3.46).

Table. Principle Components Factor Analysis of 3 Main Outcome Measures in Study 3

Item	Component 1	Component 2	Component 3
SatDec1	.255	.184	.792
SatDec2	.136	.537	.623
SatDec3	.492	.385	.592
SatDec4	.362	.540	.567
JustPro1	.713	.132	.511
JustPro2	.615	.171	.570
JustPro3	.755	.226	.232
JustPro4	.750	.398	.068
JustPro5	.775	.088	.276
JustPro6	.761	.325	.177
SeekSat	.230	.812	.087
SeekSat	.228	.782	.310
SeekSat	.222	.825	.264

Note: JustPro = perception of procedural justice (mediator). SatDec = decision satisfaction during the donation service experience (main outcome). SeekSat = satisfaction with the decision to seek aid (supplemental outcome).

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