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Dual organizational identification within multisite nonprofit organizations

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ABSTRACT

What influences the organizational identification of volunteers and employees within multisite nonprofit organizations? Specifically, is identification focused on the central office, affiliate office, or both? This study questions the self-assessed identification of those in affiliate offices over multiple levels, along with how variables such as distance, perceived organizational support, and competition impact these relationships. Based on a survey of 72 individuals, the findings show that those with a higher level of organizational identification with the affiliate office will also have a higher organizational identification with the central office. This identification could be because multiple levels of identification influence each other.

KEYWORDS

Multisite nonprofit organizations; organizational identification; qualitative comparative analysis

Interviewer: Do you feel like you are volunteering for the chapter, or do you feel like you volunteer for a national organization, or both?

Respondent 1, Organization E: Both

Interviewer: Who do you work for?

Respondent 2, Organization E: I work for [Organization Affiliate] which is a nonprofit registered in the state of [State]. So, you know, our bylaws say that we are a chartered affiliated of the [organization]. But, you know, in every other respect, we are an independent agency.

Who do you work for? In most organizations, this may not be a difficult question. But for individuals who work or volunteer for affiliates in Multisite Nonprofit Organizations (MNOs), this question can sometimes be complicated. As seen in the two interviews above, one affiliate volunteer talked about working for both the central and affiliate office while the other discussed working solely for the affiliate. This represents a difference in organizational identification with the central office, impacting perspectives on who the volunteers and employees work for and who they represent when talking to volunteers, clients, community members, and donors. This study explores multiple levels of organizational identification by questioning which pathways lead a volunteer or an employee in an affiliate office to have identification with the central office. Through this research, we can start to understand the mechanisms in which nonprofit

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organizations manage the local and central office interests and understand the unique organizational behavior of MNOs.

This study explores identification as a function of how those within affiliate offices of MNOs identify with their central office and affiliate office. Multiple identifications are especially important for organizations which are geographically dispersed (Scott, 1997), as the identification toward the local group may be stronger than the identification toward the central organization. This focus on the local site impacts interactions between the affiliates and the central office (Van Knippenberg & Schie, 2000), as people sometimes have stronger identification with those who they are physically closer to (Vough, 2012). Therefore, this study asks the question: What conditions lead employees and volunteers toward organizational identification with the central office?

Using fuzzy set Qualitative Comparative Analysis (fsQCA) of a survey,¹ this study examines MNOs through the lens of dual organizational identification (Vora & Kostova, 2007). FsQCA as a methodology can provide insight into the multiple paths which can lead to organizational identification. FsQCA enables researchers to understand conditions "... as combinations of attributes and to identify attribute combinations that are consistently linked to outcomes" (Misangyi et al., 2017, p. 261). This method also allows for equifinality, or the possibility of multiple avenues for providing the same result. In this study, fsQCA is used to explore the complex nature of identification, with a focus on employees and volunteers in affiliate offices.

The purpose of this study is to better understand the mechanisms of multiple levels of organizational identification for employees and volunteers in the affiliate offices within MNOs. This study adds new perspectives to the understanding of identification within nonprofit organizations, providing both theory and praxis (Witt, 2006). First, this study explores the impact of multiple foci of identification on nonprofit organizations. Second, this study examines the relationship among multiple foci of identification. Through understanding the ways different conditions impact identification, nonprofit research can explore, in more depth, the complexities of organizational identification. Lastly, from a praxis perspective, this study explores how nonprofits can build up identification with the central office by working to support local identification, identifying sources of competition, and building up POS. Due to the complexity of local identity (Gaynor, 2014), understanding how to build up an organizational identity while still celebrating local uniqueness is both a key to running a successful MNO as well as a great challenge.

Using fsQCA, this study explores how different paths featuring organizational identification with the local affiliate, competition, distance, and perceived organizational support (POS) lead to an outcome of organizational identification toward the central office. Based on the fsQCA analysis, three pathways of organizational identification toward the central office were identified, all of which included identification with the local affiliate. This relationship suggests that local identification is important in establishing and maintaining identification with the central office. Specifically, through increasing local identification, a MNO can encourage identification with the organization as a whole. This dual organizational identification can provide a good working relationship between the central and affiliate offices while still allowing for the localization of services.

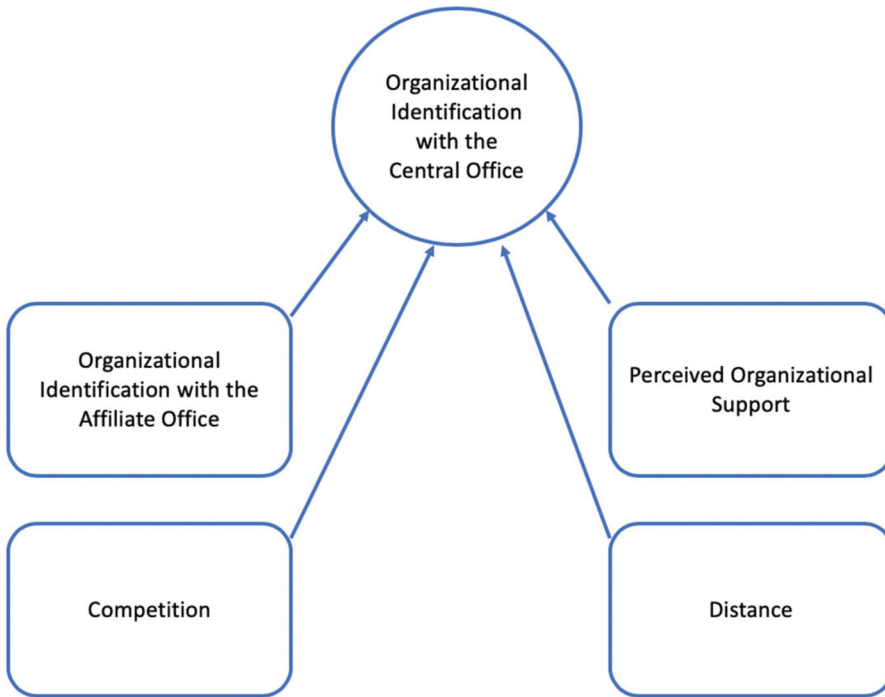


Figure 1. Theoretical framework.

Theoretical framework

This study explores the conditions of organizational identification toward the affiliate office (OIDA), distance, POS, and competition to better understand the outcome of organizational identification toward the central office (OIDC).² Distance, POS, and competition were added to understand how aspects of organizational behavior may also support or impede organizational identification. Based on existing literature, it is expected that these conditions will impact the organizational identification toward the central office either individually or via interacting with each other. [Figure 1](#) provides a visualization of this framework. Specifically, it suggests that each of the four conditions influence OIDC to some degree.

Multisite nonprofit organizations

MNOs are organizations which have multiple sites across a specified geographic area, such as a county, a country, or even across multiple continents. This can include international organizations, like the International Rescue Committee, national organizations like Planned Parenthood, or smaller organizations such as the Boys and Girls Club of Metro South, which has multiple offices across Plymouth County, MA. This is an area which has received limited attention in the nonprofit literature (Young & Faulk, 2018). There are many different types of MNOs, each of which has a unique relationship with their affiliates. Some, such as franchises or federation organizations have loose relationships with their affiliates and their affiliates may have a separate 501(c)(3) designation

(Brody, 2015; Young & Faulk, 2018). Bureaucracy or unity organizations are MNOs which have more control over their affiliates, such as Partners in Health (Brown, Ebrahim, & Batliwala, 2012; Rost & Graetzer, 2014). Due to the diversity of MNOs, there is no one definition of affiliates. For this study, affiliates are defined as offices which are part of a larger organization. They can have their own 501(c)(3) designation or be under the central office's designation. For the purposes of this study, affiliates are organizations which share a name with their central office and have some sort of ongoing relationship with that office. In this relationship, both the central office and affiliate office considers themselves as an affiliate, though the terminology is different among various organizations.

This study is interested in better understanding the relationship which exists between the affiliates and the central organizations. Specifically, this study expands on the relationships which exist between the central and affiliate offices. There is no known number of how many MNOs exist, but in the 2012–2013 fiscal year, over 12,000 American nonprofits reported having affiliates in their 990 forms (The Urban Institute, 2013). These organizations vary in size with some having few affiliates (less than five) while others may have hundreds of affiliates.

Dual organizational identification

Research has shown that organizational identification can have multiple foci (Mael & Ashforth, 1992). Specifically, identification can be focused on a variety of different levels within an organization (Ramarajan, 2014; Vora, Kostova, & Roth, 2007; Vora & Kostova, 2007). Ramarajan (2014) suggested a network relationship exists between multiple foci, but there is a hole in the literature exploring how these levels interact with each other. Additionally, limited research has explored multiple foci of organizational identification within nonprofit organizations. In one exception, Harris (2011) found that larger nonprofit organizations use common branding to create a mutual organizational identification among diverse professionals.

There is a rich literature exploring multiple foci of identification in the field of management (For a review of this literature, see Miscenko & Day, 2016; Ramarajan, 2014). Van Dick (2001) focused on four levels of foci that an employee may identify with, "... (1) identification with their own career, (2) identification with one's working unit or group, (3) identification with the organization as a whole, and (4) identification with the occupation or occupational group" (Van Dick, 2001, p. 273). Instead of one or the other, research has shown that people could identify with multiple levels of an organization simultaneously (Edwards & Peccei, 2010; Vora & Kostova, 2007), or that identification between different levels of an organization can fluctuate over the course of the workday (Scott & Stephens, 2009). Ashforth, Harrison, and Corley (2008), looking at the literature, suggested that people are more likely to experience identification with their localized group as opposed to the larger organization. Furthermore, they suggest that these different levels of identification may converge as opposed to being conflicting. For employees in organizations with multiple sites, managing multiple identifications is difficult due to the complexity of negotiating the cultural differences and distance between the central office and the affiliate (Ashforth et al., 2008). Cooper and Thatcher

(2010) theorized that cultural differences affect various foci of identification. In other words, cultural differences between those in the affiliate and central offices can lead to differences in identifying with the organization at-large versus a more individual identification. While many respondents in the study exhibited dual organizational identification, those considered boundary spanners were more likely to have identification both with the organization as well as their subgroup than those who were not considered boundary spanners.

To understand organizational identification in MNOs, this study uses the dual organizational identification framework developed by Vora and Kostova (2007). This theoretical framework proposes that, instead of separating identifications, "... there is the question of how managers can relate to both the [Multinational Enterprises] and subsidiary and be effective despite the potential conflicts" (Vora & Kostova, 2007, p. 328). Vora and Kostova propose that employees can have identifications with multiple levels of a multinational enterprise organization, also known as dual organizational identification. Instead of compartmentalizing identifications, one might be able to merge them (Sluss & Ashforth, 2008). This merging can lead to individuals either identifying with one part of the organization over the other (disparate levels of identification) or with both parts equally (comparable levels of identification) (Vora et al., 2007). To understand how an employee maintains identification with each foci, Vora and Kostova recommend looking at the strength of each identification (relative magnitude) and whether or not the identifications overlap (form). By understanding these identifications as synergistic, researchers can better understand how an employee works in both the larger organization as well as the local area.

Distance

Very little is known about what might influence organizational identification among affiliate offices within nonprofit organizations. Different types of distances exist. For example, cultural distance, or the cultural differences between the central office and affiliate, has a marginal impact on dual organizational identification (Vora et al., 2007). Vora and Kostova (2007) have theorized that the "institutional distance," or the regulatory and institutional differences which exist between the central and affiliate offices, affects organizational identification. Rost and Graetzer (2014) found that distance affected rule following among clergy in the Catholic Church; however, due to the technology available during the timeframe, Rost and Graetzer (2014) were unable to take into account the impact of subsequent technological improvements (such as videoconferencing) and cheaper forms of transportation on OIDC and organizations in general (Diamond, 1999). Much of the research around dual organizational identification has focused on workgroups, where a higher workgroup identification leads to a higher organizational identification (Miscenko & Day, 2016). It has been found that people identify stronger with groups who are in closer proximity to them (Vough, 2012). Therefore, it is difficult to know the current role distance would play a role in organizational identification. It is important to explore though because, of all the conditions studied, distance is the only one that cannot be changed.

Perceived organizational support

POS has been shown to be strongly correlated with organizational identification (Edwards & Peccei, 2010). As first envisioned by Eisenberger, Huntington, Hutchison, and Sowa (1986), POS refers to the employees' perception of the organization's commitment toward them. According to Eisenberger and colleagues, "... employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (p. 501). This construct has been useful in understanding how employees perceive the support available from their parent organization to perform their job effectively (Rhoades & Eisenberger, 2002). POS has been connected to nonprofit organizational commitment, reduced intention of employees to quit, improved job satisfaction (Salim, Sadruddin, & Zakus, 2012), and extra-role behavior (Schmidhuber & Hilgers, 2019). Furthermore, POS has been connected to a better volunteer experience (Boezeman and Ellemers, 2008). Sandberg and Elliott (2019) theorized that creating a care-centered approach helps engage employees and build up trust, which helps an employee connect both with the organization and the beneficiaries. POS can be a part of that caring approach as it helps the employees and volunteers feel supported and cared for by the larger organization.

There have been a number of studies that have explored the connection between POS and organizational identification. For example, Zagenczyk, Gibney, Few, and Scott (2011) found that POS acted as a mediator between psychological contract breach and organizational identification. Ng (2015) described organizational identification as influenced by POS. Furthermore, using Structural Equation Modeling, Edwards and Peccei (2010) reported that POS had a positive effect on organizational identification. Lam, Liu, and Loi (2016) found that, in a study of nurses, POS has a positive relationship with organizational identification. This study uses POS as a way to better understand the mechanisms of multiple identifications within MNOs.

Competition

How do MNOs manage the tensions between the affiliate and central organizations? Studies have shown that there are conflicts between the central office and affiliate office which may lead to competition for resources (Grossman & Rangan, 2001). Luo, Slotegraaf, and Pan (2006) reported that "... although a firm's functional areas may experience competition for resources and strategic emphasis, cooperative forces are necessary to shape not only its market learning but also its customer and financial performance" (p. 76). Alper et al. (1998) found that cooperation was connected to open and constructive conversations between teams. In comparison, the perception of competitive goals between groups interfered with discussions. When a group sees another as an "out-group" or the other, there is a higher risk of competition (Tajfel & Turner, 2004).

There are many opportunities for competition within MNOs. For example, those in the affiliate may perceive themselves as a separate group, with the affiliate office being perceived as an "out-group." This identification may be especially prevalent when the affiliate feels as though they are competing for resources against the central office by recruiting the same donors (Grossman & Rangan, 2001). In these situations, it is unclear if the affiliate and central office should work together to build these

relationships with donors or compete to get the donations for their respective offices. Creary, Caza, and Roberts (2015) found that helping employees manage their multiple identities limits conflicts and improves intraorganizational relationships. Building on the work by Grossman and Rangan (2001), this study explores the impact of competition on organizational identification within MNOs. Specifically, this study looks at how those in the affiliate perceive competition with the central office and if said competition impacts identification.

Methods

Data collection

This study focused on disease-specific MNOs, also known as voluntary health organizations. These are organizations which provide support, services, and research around one specific disease, such as Huntington's disease or heart disease. These organizations work with people affected by these diseases—including patients, family members, and professionals—by providing services such as support groups, social workers, education, referrals to professionals, and opportunities to take part in clinical studies (Snowden, 2008). Limited research has explored disease-specific nonprofit organizations. Most of the literature has focused on disease-specific organizations as advocacy groups or groups which support research (Terry, Terry, Rauen, Uitto, & Bercovitch, 2007). This research focuses on employees and volunteers in disease-specific organizations with multiple affiliates around the United States. This sample includes offices managed by paid staff and those managed by volunteers (some affiliates are volunteer run, some affiliates are run by professionals, and some affiliates are managed by a mixture of professionals and volunteers). Specifically, those volunteers who were in management roles within their affiliates were surveyed, along with paid staff.

Recruitment was done through direct outreach. Using the National Taxonomy of Exempt Entities (NTEE) code of G (Disease, Disorders, and Medical Disciplines), I searched Guidestar.org. Though the search yielded approximately 24,500 organizations, only 300 were disease-specific organizations with a focus specifically on the US. The rest were either affiliates of national agencies, as sometimes affiliates have their own 501(c)(3) designation and file separate 990s, local in focus, or not an MNO. I looked at the website of the agency to identify the CEO or the contact person for affiliate relations. An e-mail was sent out to the appropriate person, along with a follow-up call. Once an organization expressed interest or agreed to be part of this study, they distributed the survey to all of the employees in the central office and those in the affiliate offices, which are managed by either volunteers or paid staff. IRB approval was granted on March 7, 2017. The survey was conducted from April 2017 through September 2017.

Nine nonprofit organizations took part in this study. [Table 1](#) provides information on the number of affiliates within each organization, with the smallest having 7 affiliates and the largest having approximately 200 affiliates. The MNOs all had affiliates within the United States and none were international. The survey was sent out to 1,494 people via e-mail. Organizations also mentioned it in private Facebook groups and newsletters. The survey had 142 respondents, providing a 10.5% response rate. Of those respondents, 82 of those were from the affiliate offices and 72 of those surveys were completed.

Table 1. Participating organizations.

Organization	Number of affiliates	Headquarters location	Total revenue (2016)
A	52	New York, NY	\$8,578,920
B	50	Boston, MA	\$4,338,344
C	37	Washington, DC	\$5,207,559
D	130	Washington, DC	\$2,365,433
E	200	Chicago, IL	\$2,392,188
F	20	Washington, DC	\$2,168,060
G	7	Boston, MA	\$3,172,499
H	17	Washington, DC	\$1,873,196
I	7	New York, NY	\$2,583,252

Table 2. Descriptive statistics.

Variable	Frequency	Percent
Female	62	74
Education: BA or less	48	55
Length of time in Organization:		
Less than 1 year	10	12
1–3 years	13	15
3–5 years	18	21
5–10 years	18	21
10 years+	27	31
Affiliate does Fundraising	77	84

The other respondents were from the central office. This survey was part of a larger mixed-method study looking at affiliate-central office relationships. FsQCA is a tool which can do small N studies (10–15 respondents) or intermediate N studies (16–100) (Kane, Lewis, Williams, & Kahwati, 2014). Table 2 provides additional information on the 82 affiliate participants.

Outcome³

To better understand organizational identification, I used the 6-question measure first established by Mael and Tetrick (1992). This measure is the one most commonly used to understand organizational identification (Riketta, 2005). This survey, a five-point Likert scale, asks about different aspects of organizational identification. Questions include “When I talk about my organization, I usually say ‘we’ rather than ‘they’” and “The organization’s successes are my successes.” The focus of this outcome variable was how those in the affiliate office perceived their organizational identification with the central office (OIDC).

Conditions

For this study, I used four measures for conditions: one looking at organizational identification (Mael and Tetrick, 1992), one looking at POS (Eisenberger et al., 1986), one looking at cooperation and competition (Luo et al., 2006), and distance, in miles, between the affiliate and central offices.

Affiliate staff were asked about organizational identification twice: once about their affiliate (OIDA) and once about the central organization (OIDC). This method has been used in other studies to explore the multiple foci of organizational identification

(Van Dick, Wagner, & Lemmer, 2004). This measure is a factor analysis of six questions.

POS was studied using a construct created by Eisenberger et al. (1986). This construct has been used by several other studies examining organizational identification (e.g., Edwards & Peccei, 2010; Zagenczyk et al., 2011). This survey asks 10 questions concerning different aspects of POS and is on a 7-point Likert scale. Questions include “The organization’s headquarters really cares about my office’s well-being” and “The organization’s headquarters would ignore any complaint from my office.” The focus of this construct was how affiliate employees experienced POS from the central office. Therefore, the survey included language to clarify which relationship is being examined.

To understand competition, 9 questions about competition were used from the survey created by Luo and colleagues (2006). Specifically, I used a cross-functional competition scale. Questions include, “We regularly compete for the limited resources with the headquarters” and “Protecting an office’s turf is considered to be a way of life in this organization.” This 7-point Likert scale provides an idea of how much competition the affiliate feels in their relationship between the affiliate and the organization.

When looking at the Catholic Church, Rost and Graetzer (2014) found that distance affected the relationship which affiliate offices had with the bureaucracy. While being solely in a separate office may lead to differences in organizational identification, it is possible that distance may encourage a stronger connection with the local affiliate as compared to the larger organization. Therefore, this survey asked about how far their affiliate office is from the central office in miles.

Analysis

To gain a better understanding of the complexity of organizational identification, I used fsQCA. Instead of looking at linear relationships and correlations, fsQCA looks at relationships based on Boolean logic and membership. What makes fsQCA unique is that “[i]t rests on the assumptions ... that the *interplay* between conditions explains an outcome,” (Schneider & Wagemann, 2010, p. 411, italics in original). In other words, it does not just look at one solution but, instead, examines how different memberships within cross-case configuration constructions explore necessary and sufficient conditions for the outcome variable being studied. Specifically, fsQCA looks at the causal conditions which lead to a specific outcome (Fiss, 2011).

One of the strengths of fsQCA is that it can provide multiple explanatory pathways for an outcome (Kan, Adegbite, El Omari, & Abdellatif, 2016). This is based around complex causality, or the idea that outcomes can be created by a combination of causal factors, different combinations of said factors can lead to an outcome, and factors have different impacts based on their combinations (Legewie, 2013). FsQCA provides insight into organizational identification by showing multiple pathways toward identification and expanding our understanding of the complex relationships which impact identification.

The main idea of QCA is focused on defining every condition and outcome as being between 0 and 1 (crisp-set QCA looks at all of the conditions and outcomes as binary, while fsQCA looks at most conditions and outcomes as somewhere between 0 and 1).

A truth table is made, based on membership, to evaluate how many cases fit best within each “recipe,” or grouping of conditions. In other words, a table is created to look at all of the possible combinations and cases are placed based on ‘best fit’. Each condition is labeled as A (membership into the condition) or a (lack of membership into the condition, also written as $\sim A$). The recipes are then reduced based on redundancy. For example, ABCD and ABCD would be reduced to ACD, as B is found to be no matter the membership. The purpose of using QCA is to find how various combinations of conditions can lead to similar outcomes (Rihoux, 2006). By using QCA, researchers are able to see how conditions interact in multiple ways to produce an outcome.

QCA explores the ideas of necessity and sufficiency of each condition (or combination of conditions) for an outcome. Attributes which are necessary must be present for the outcome to occur. Conditions which are sufficient are those which always happen in the presence of the specific outcome. Much of QCA explores INUS conditions. These are conditions which are neither necessary or sufficient individually in the analysis, but can be sufficient to the outcome as part of a combination of conditions (Legewie, 2013; Misangyi et al., 2017).

Though in a limited way, fsQCA has been used in studying aspects of nonprofit management, such as performance (Winand, Rihoux, Robinson, & Zintz, 2013) and structure and contract performance (Carboni, 2016). The method is more widely used in the management literature (Misangyi et al., 2017) and provides another tool in understanding organizational behavior (Fortwengel, 2017). Kitchener, Beynon, and Harrington (2002) established a roadmap on how fsQCA could be used in the public administration literature.

To perform a fsQCA analysis, the conditions and outcomes first need to be fuzzified (Ragin, 2000). All of the conditions and outcomes were translated on a scale of 0–1, with 1 representing full in-membership and 0 representing full out-membership. For example, a 1 in OIDA represented a complete identification with the affiliate, while a 0 in OIDA represents no identification at all with the affiliate. This coding was done for the conditions of OIDA, competition, and POS, and the outcome of OIDC. The condition distance was broken up into four break-points (Ragin, 2000) with between 0 and 350 miles as 1, 351 and 1000 miles as .66, 1001 and 2000 miles .33, and 2001 or more as 0. These break-points were chosen because each one represents approximately 25% of the respondents. This categorization means that membership in the condition of distance is being closer to the central office, while a lack of membership indicates being further away from the central office.

In this fsQCA analysis, the conditions OIDA (A), POS (P), Competition (C), and Distance (D) were used to understand the outcome OIDC. The fuzzy command in Stata (Longest and Vaisey, 2008) was used for this analysis. First, a truth table was created, using a consistency threshold of .800, as is recommended by Ragin (2000). The truth table looks at the combinations of conditions, exploring how the presence or absence of each condition interacts with the outcome.

A truth-table, which shows the frequency of each combination as well as consistency, can be found in Table 3. The truth table shows the number of conditions where cases are present or absent. For example, the first row provides the number of cases where none of the conditions were present, while the last row provides the number of cases

Table 3. Truth-table.

OIDA	POS	Competition	Distance	OIDC	Consistency	N
0	0	0	0	1	.836	2
0	0	0	1	1	.817	1
0	0	1	0	1	.725	6
0	0	1	1	1	.754	4
0	1	0	0	1	.822	2
0	1	0	1	1	.780	9
0	1	1	0	1	.843	4
0	1	1	1	1	.870	0
1	0	0	0	1	.949	5
1	0	0	1	1	.911	5
1	0	1	0	1	.851	4
1	0	1	1	1	.915	9
1	1	0	0	1	.924	6
1	1	0	1	1	.910	10
1	1	1	0	1	.928	3
1	1	1	1	1	.948	2

Table 4. Mean, standard deviation, and coincidence scores.

	Mean	SD	1	2	3	4	5
OIDC (1)	3.92	0.70	1.000				
OIDA (2)	4.00	0.67	0.724	1.000			
POS (3)	4.91	1.10	0.554	0.527	1.000		
Competition (4)	2.76	1.11	0.450	0.468	0.371	1.000	
Distance (5)	1254.55	982.93	0.480	0.497	0.456	0.401	1.000

where all of the conditions were present. Consistency represents the notion of significance within QCA, specifically looking at the level of sufficiency between the combination of conditions and the outcome (Legewie, 2013). Those combinations that proved sufficient for the outcome were then identified. These combinations were reduced, using the Quine-McCluskey algorithm, which focuses on reduction.

As recommended by Borgna (2013), a coincidence matrix was first performed. A coincidence matrix looks at “... the degree to which two or more sets overlap...” (Borgna, 2013, p. 4). Table 4 provides the summary statistics of the conditions used in this study and their coincidence scores.

In this study, OIDC and OIDA were based on 5-point Likert Scales while POS and Competition was based off a 7-point Likert Scale. Both OIDC and OIDA are relatively high, with a mean of 3.92 and 4.00, respectively.⁴ There is overlap between OIDA and OIDC (.724), suggesting a high level of dual membership into these sets, though there is still differentiation between the outcome and the condition.

Results

Table 5 provides the configuration set for this study. This table uses the notations as proposed by Ragin and Fiss (2008), where ● represents present and ⊗ represents absent. In Table 5, three solutions are identified: OIDA and POS, OIDA and distance from the central office, or OIDA and lack of competition. The consistencies (the percent of the scores which fit the pattern) range from .883 to .890, the unique coverage (the cases which are explained by that recipe, or equation, alone) from .049 to .640 and the raw coverage (how much the recipe can explain the outcome) from .570 to .640.

Table 5. Configuration table.

	Solutions		
	1	2	3
OIDA	•	•	•
POS		•	
Competition	⊗		
Distance			•
Consistency	0.890	0.890	0.883
Raw Coverage	0.630	0.640	0.570
Unique Coverage	0.053	0.049	0.640
Overall Solution Consistency		0.827	
Overall Solution Coverage		0.871	

The overall solution consistency is .827 and the solution coverage is .871.⁵ An analysis of parsimony solutions (not shown) provided a final reduced set of A, with a total coverage of .859 and a solution consistency of .826. The solution formula is therefore $A(P + c + D) \rightarrow O IDC$, where A represents OIDA, P represents POS, c represents a lack of competition, and D represents being closer to the central office. The outcome is O IDC and + represents the logical OR (Schneider & Wagemann, 2010). Specifically, this means that OIDA, combined with POS, a lack of competition, or a shorter distance, leads to an outcome of O IDC.

To test for robustness, the fsQCA analysis was done looking at the consistency threshold at both .85 and .75 (Schneider & Wagemann, 2012; Skaaning, 2011). The purpose of these checks is to see how minor changes affect the models (Skaaning, 2011). The former provided a solution formula of $A(PCD + cd) \rightarrow O IDC$ with a coverage of .526 and a consistency of .908. The latter provided a formula of $A + PCD \rightarrow O IDC$ with a coverage of .866 and a consistency of .815. The solution using a consistency of .85 represents an outcome similar to what this study found. The main difference in the model with a consistency of .75 is that the second path does not utilize OIDA and it includes a higher level of competition, as opposed to cooperation found in the models presented here. These robustness checks find that distance and competition are factors which can be mitigated by POS and distance, respectively, to establish O IDC.

Though minor changes can affect the outcome of the fsQCA analysis (Skaaning, 2011), OIDA and POS are consistent in their impact in providing a path toward O IDC. Figures 1.1, 1.2, 1.3, and 1.4 of Figure 2 show sufficiency and necessity of the three paths plus a path of OIDA.⁶ All four of these show high levels of sufficiency. These figures, along with the results above, show the importance of OIDA. These three conditions are INUS, or not sufficient on their own, but are as part of a larger recipe. OIDA would be considered sufficient on its own, but not necessary for the outcome of O IDC within this study. (Schneider & Wagemann, [2012] recommend a consistency threshold of .9 for any condition to be considered necessary.)

Discussion

This study explores the question what conditions lead to employee's and volunteer's organizational identification with the central office for those who are connected to the affiliate organization. Through fsQCA, this study finds interesting complexities in dual

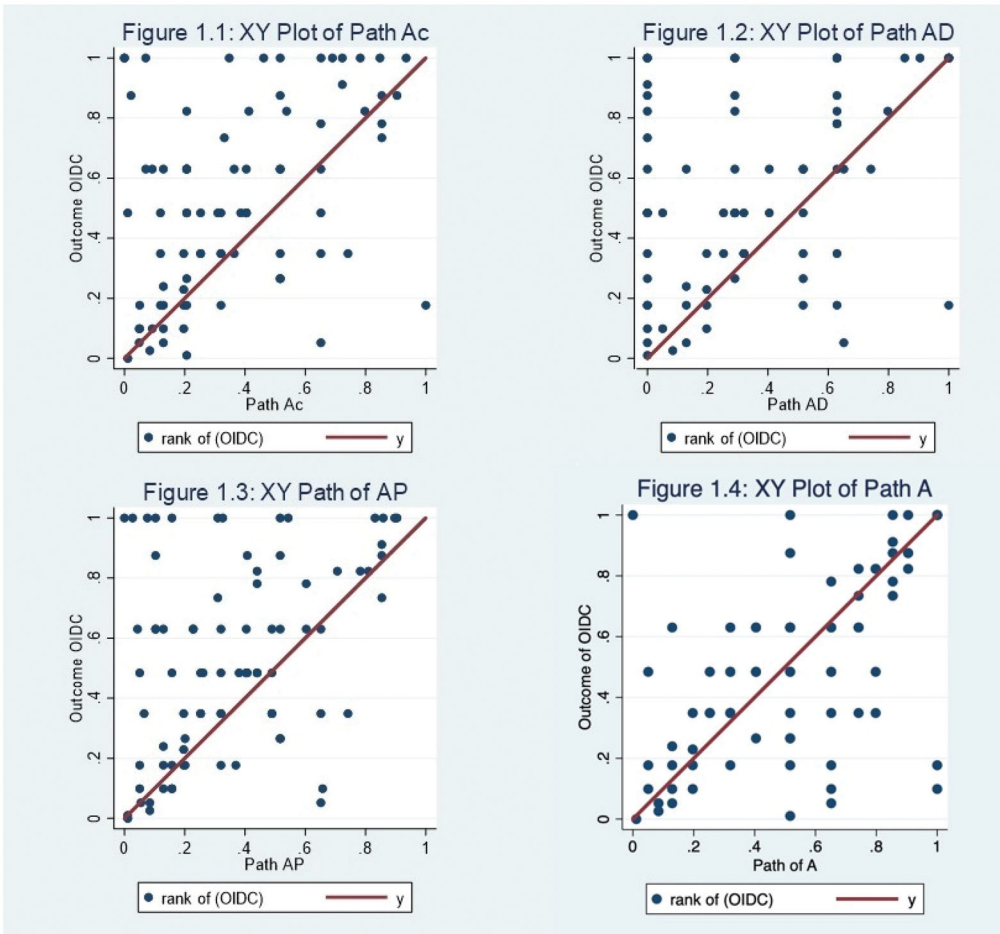


Figure 2. XY plots.

organizational identification within MNOs. These results include the strong relationship that OIDA has with OICD, whereas competition, distance, and POS have a noticeably smaller effect. Importantly, though, OIDA is not enough alone to lead to an outcome of OICD. This relationship can be seen in Figure 3, which presents the three different pathways to OICD. This shows the complexity of building a theory of organizational identification; there are many ways in which one can arrive at organizational identification. Building theory around organizational identification which takes into account these complex pathways can help build a better understanding of how organizations can build identification among diverse and disparate employees.

In their work, Vora and Kostova (2007) recommended looking at the strength of the identifications and the overlap. FsQCA is a tool that can assist in understanding this relationship. This study posits an understudied identification overlap between OICD and OIDA, as shown in both the coincidence matrix and the fsQCA solutions. Through the coincidence matrix, one can see that though there is a strong connection between OICD and OIDA, they are still distinct. This relationship suggests that those in the

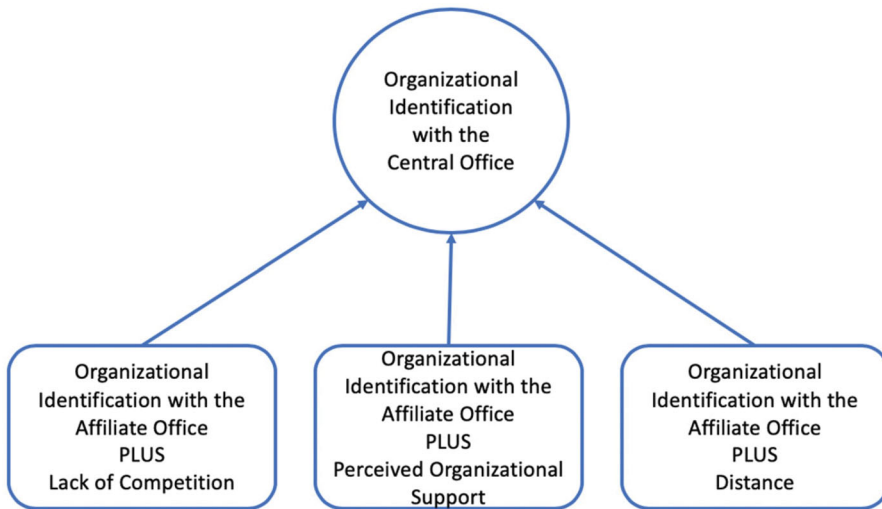


Figure 3. Organizational identification in multisite nonprofit organizations.

affiliate and those in the central office have similar values and goals, though these are still seen as distinct identifications.

Though many studies have compared the impact of multiple levels of identifications on aspects of organizational behavior (Riketta, 2005; Riketta & Van Dick, 2005) and the strength of multiple foci of identification (Ramarajan, 2014; Riketta, 2005; Vora & Kostova, 2007), there has been limited work exploring how these identifications influence each other (Ramarajan, 2014). To fill this hole in the literature, this study looks at identification at the local level as a variable which influences organizational identification. The relationship between the local and the national organizational identification is intertwined.

There are a few reasons why the relationship between differing levels of identification might exist. First, this might occur because many of these affiliates are started by people approaching the central organization. They decide to align themselves with one specific MNO. Therefore, they may already have some identification with the central organization when building or joining these affiliates. Furthermore, those who have lower OIIC may leave the organization. Lastly, it might be that identification with the central office and affiliate office are interconnected. If this is true then efforts to build up local identification can also support identification with the central office and vice versa. This result can be seen when the central office has a template of the organizational logo, which can be personalized for the local affiliate. As a central office, working with the affiliate to create a strong identification can help build up identification with the central office. Both of these identifications can feed into each other instead of working in competition.

Other conditions, such as distance, POS, and competition, were also important for understanding organizational identification. The findings regarding distance are similar to previous findings (Rost & Graetzer, 2014), which suggest that being further away from the central office leads to a lower level of identification. It could be that, even with all the changes in technology, distance still matters. For an MNO, this might mean taking extra care to include affiliates that are further away. Building up POS might be

one way to build up organizational identification. This means working with the local affiliates to help them feel that they are a part of the larger organization. One issue which may arise from POS is how individualized it is. What someone from the central office feels is support may not match what affiliate offices need. Creating an open discussion around support could help build up identification.

Competition, or a lower level of competition, also leads to an outcome of OI. Though this has not been explored in the nonprofit literature, competition between affiliates and the central office can be focused on obtaining resources (Grossman & Rangan, 2001) or a reflection of in-group/out-group tensions (Tajfel & Turner, 2004). This study adds to the administrative literature by exploring how competition impacts those in nonprofit organizations. Similar to what has been discussed in the management literature (e.g., Luo et al., 2006; Tajfel & Turner, 2004), competition impacts intraorganizational behavior. Though it does have a relationship with organizational identification, future research can explore how identification can influence competition and cooperation within nonprofit organizations and how to improve cooperation between an affiliate and their central office.

From a theoretical perspective, this study builds on dual organizational identification theory by exploring the way we understand the way that multiple identifications interact with each other. Vora and Kostova (2007) suggested that the strength of identification and the overlap of each identification are two ways to understand these dual organizational identifications. In this study, the overlap and strength of organizational identification at multiple levels work together to build up organizational identification at the local and central offices.

This study also builds on the understanding of MNOs as a theoretically distinct organization. Other work has identified how MNOs have unique structures (Brown et al., 2012) and unique internal relationships (Young & Faulk, 2018). This study shows how distance not only makes MNOs unique, but also impacts the internal organizational relationships. Though this has been found in older organizations (Rost & Graetzer, 2014), this study finds that, even with modern technology, it still impacts MNOs. Using a dual identification approach, this study shows how identification is a way to understand how distance, and other aspects of organizational behavior, impacts MNOs in unique ways.

From a practice perspective, this study explores ways in which organizations, both public and private, with multiple sites can work to establish and maintain strong organizational identification with both the central and local offices. When those in the local affiliate work to build up their identification as a work group and part of a local community, that translates into creating a stronger bond with their central office. On the other side of the coin, building up identification at the central organization—through group activities or establishing a singular logo, for example—can be used by the local affiliate to increase their identification. This can be done with the slight personalization of the local logo (including their affiliate name, for example), as logos are a way to build up organizational identification (Harris, 2011; Zavattaro, 2013). Other studies have shown that identifications at multiple levels of an organization are interrelated (Edwards & Peccei, 2010; Ramarajan, 2014; Vora & Kostova, 2007), but this is the first study to explore this effect in nonprofit organizations. Understanding how team

identification can also influence organizational identification toward the central office can help organizations identify strategies for supporting multiple levels of identification.

Limitations and future research

This study is limited due to the fact that it looks at organizational identification only within MNOs. Future research can explore the complexities of organizational identification within other types of nonprofit, public, and private organizations. Specifically, future qualitative and quantitative studies could be used to explore how identification is expressed in different types of organizations. It can also look at organizational identification within government organizations which have offices in multiple locations. As this study only looked at disease-specific MNOS, exploring other types of organizations may provide further insight. Qualitative measures can also help explore different aspects of organizational identification. Understanding how identification is established and grows can help organizations build and maintain relationships with their affiliates. Furthermore, this study is limited by the possibility of a response and selection bias.

This study builds on the understanding of distance as it relates to MNOs. With e-mail, videoconferencing, and cheaper travel options, distance is becoming a limited factor in identification. Future research can explore the ways in which organizations mitigate the impact of distance. Research can look at ways that MNOs are working with affiliates which are further away to improve relationships so that distance does not have to be a factor. Furthermore, this might differ based on different types of organizational structures (e.g., federations versus bureaucracy). Understanding how organizational structure interacts both with distance and organizational identification can help build on the understanding of MNOs.

Conclusion

Building on the literature on dual organizational identification (Vora et al., 2007; Vora & Kostova, 2007) and organizational identification within nonprofit organizations (Milton, Sinclair, & Vakalahi, 2017; Rho, Yun, & Lee, 2015; Tidwell, 2005), this study finds that organizational identification between the central and affiliate office influence each other. It is supplemented by either a lack of competition, POS, or being physically closer to the central office. FsQCA provides insight into the ways in which those in the affiliate office maintain an organizational identification with the central office. By exploring organizational identification through fsQCA, this study identifies multiple paths toward identification. FsQCA provides insight into behavioral phenomenon by showing multiple pathways. Through this complexity, fsQCA can build out theoretical frameworks beyond linear models to gain new insights into how multiple forces impact nonprofit and public organizations.

Future research into organizational identification can explore the ways that complex interactions impact the way people feel about their organizations and their local group. Specifically, understanding how nonprofit professionals may experience workgroup, affiliate, or organizational identification differently from those in public and private work can create a stronger theoretical framework around organizational identification.

From a praxis perspective, understanding these multiple identifications helps managers support local affiliates while helping create a singular organizational across multiple offices.

This study has implications for those working in organizations with multiple sites, including public and nonprofit organizations. For example, understanding dual organizational identification helps build on the understanding of how to create a unitary organization when the staff and volunteer base is dispersed. Though distance is something which cannot be changed, central organizations can help improve OI through improved support for the affiliate offices; this could be through having a staff member who is solely in charge of affiliate relations or through support in branding (Harris, 2011). Boundary spanning has been shown to support dual organizational identification (Richter, West, Van Dick, & Dawson, 2006). This practice could include encouraging inter-affiliate relationships through in-person or phone meetings, listservs, or building relationships between the affiliate and the central office to create stronger dual organizational identification. While this study is focused on nonprofit organizations, public organizations with multiple offices, such as federal agencies, and multisite enterprises may also have similar issues managing both local and central identifications.

This study also has implications for understanding organizational identification. Building on other theories of multiple levels of organization (e.g., Ramarajan, 2014; Vora & Kostova, 2007), this study finds that not only do people have multiple foci of identification, but these levels of identification influence each other. Though distinct constructs, organizational identification at a local level influences identification with the central office and vice-versa. Understanding the relationships which exist between these levels of identification can help both researchers better understand organizational behavior and managers better support multiple levels of identification.

Notes

1. This study is part of a larger mixed methods study. The interviews above were taken from the qualitative portion of this study, which helped guide the QCA analysis.
2. Due to the nature of fsQCA, hypotheses are not usually proposed. For more information regarding the use of hypotheses in fsQCA, see Schneider and Wagemann (2012, pp. 296–300).
3. Schneider and Wagemann (2010) suggest that, due to its unique logic, studies in fsQCA should use distinct terminology, referring to independent variables as conditions, dependent variables instead of outcomes, and solutions instead of equations.
4. These results are similar to other studies of organizational identification. For example, Cole and Bruch (2006) had a mean of 4.26, 3.97, and 4.02 for different levels of organizational identification. Van Knippenberg, Van Dick, and Tavares (2007) reported a mean of 4.60 of organizational identification.
5. Consistency is calculated as $(X_i \leq Y_i) = \sum(\min(X_i, Y_i)) / \sum(X_i)$. Coverage is calculated as $(X_i \leq Y_i) = \sum(\min(X_i, Y_i)) / \sum(Y_i)$ (Ragin, 2006).
6. Sufficiency represents cases which are on the upper left side of the graph.

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