

# Social media adoption among small non-profit organisations

Communities and Culture Network+

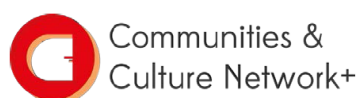
Social Media and Community Volunteering: Follow On Project Final Report - January 2016

Principal investigator:

Dr Agnes Gulyas

Canterbury Christ Church University

[agnes.gulyas@canterbury.ac.uk](mailto:agnes.gulyas@canterbury.ac.uk)



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## **Executive Summary**

This follow on project is an extension of the 'Social media and community volunteering' seed project. It sought to explore patterns of and views about social media adoption among small non-profit organisations and to identify mechanisms that could effectively support these organisations with their social media use.

The following findings emerged from the study:

- Social media are now part of the organisational infrastructure of small non-profits and the main ways in which they communicate with the public
- Key variables that influence social media adoption among small non-profits are size of organisation, type of financing and whether the organisation is growing or contracting
- Social media are often framed as a tool for greater 'professionalisation', but views about them are mixed and differentiated among small non-profit organisations
- Flexible and easy to access support is perceived to be most useful with social media adoption

The project informs organisations in the third sector, their stakeholders and policy makers about trends in and attitudes to social media adoption and thus has a potential impact on relevant policymaking and organisational practices. The research contributes to debates on the transformative potentials of social media especially in the context of community engagement and the non-profit sector. Canterbury and Herne Bay Volunteer Centre contributed to the study as a project partner.

## Aims and Objectives

This study sought to examine opportunities offered by social media and the realities of using the tools in the context of small non-profit organisations. The project addressed four aims:

- 1) to analyse what variables influence social media adoption among small NPOs
- 2) to explore perceptions about social media among small NPOs, in particular whether it is seen as a tool for greater 'professionalisation'
- 3) to provide a forum for disseminating findings and where small NPOs and their stakeholders can examine the issues and the opportunities social media adoption present as well as explore initiatives that could benefit the sector and their communities
- 4) to make policy recommendations to relevant bodies about social media adoption among small NPOs.

The project involved a questionnaire survey and a stakeholder forum. The survey was carried out during November and December 2015 and explored social media adoption and attitudes among non-profit organisations in the UK. Participants were selected by random stratified sampling from a national database of non-profit organisations. Statistical analysis, based on 372 full replies, examined differences and similarities between sub-populations of respondents. All of the respondent organisations were small (i.e. with less than 250 employees) and a significant proportion could be considered as micro-organisations with less than 15 employees (65%). The survey included questions about the organisations' communication practices, patterns of social media use, attitudes to and knowledge of social media, as well as characteristics of the organisation such as numbers and ages of employees and volunteers, types of governance and financing. The stakeholder forum, held in December 2015, was attended by 26 small non-profit organisations, an umbrella supporting body as well as other stakeholders. The event provided a forum for exchanging ideas about social media adoption, disseminating findings, discussions about key questions of the project, as well as co-design of recommendations.



Project workshop, Canterbury, December 2015

## Key Findings

### 1) *Social media are now part of the organisational infrastructure of small non-profits and the main ways in which they communicate with the public*

The survey results revealed that social media are now considered as an everyday communication tool by most non-profit organisations. The majority of respondents reported that their organisations updated their Twitter and Facebook sites regularly (75% posted on Twitter daily or weekly and 76% updated Facebook daily or weekly) and only a small proportion (7% and 3% respectively) said they never used these platforms. Twitter and Facebook emerged as the two most popular social media sites. Social media are particularly important for non-profit organisations to communicate with the general public (see Figure 1). In fact, social media emerged as the most typical way in which non-profits communicate with the public more important than contacting them via leaflets/posters, face-to-face or email. 67% of respondents reported that typically they communicated with the public via social media, while the figures for leaflets/posters were 58%, for face-to-face communications 40% and for email 34%.

In contrast, social media were listed as being the least common way respondents communicated with both funders (22%) and with clients/beneficiaries (46.2%). Organisations typically communicated with their funders through email and with their clients face-to-face or via email (Figure 1). Similarly, when it came to communicating with members of own organisation and with other organisations in the sector, social media (25%) was the second least common form of communication. Overall, social media emerged as a more important communication tool than leaflets/posters/letters and in relation to communicating with the general public it was the most common communication form.

**Figure 1 – Typical ways small non-profit organisations communicate with their stakeholders (% of respondents)**

	<i>Email</i>	<i>Face-to-face</i>	<i>Telephone</i>	<i>Social Media</i>	<i>Leaflets, Posters, Letters</i>
<i>Clients/Beneficiaries</i>	64	66	59	46	50
<i>General Public</i>	34	40	26	67	58
<i>Members of own organisation</i>	78	66	54	25	23
<i>Funders</i>	74	48	57	22	38
<i>Other organisations in the sector</i>	76	51	51	48	37

The importance of social media as an external communication tool was also evident when examining why non-profit organisations used social media. 68% of respondents reported that they always used social media or used them a lot for raising awareness of their organisation or core mission (Figure 2). Organising events was also a common reason with 55% of participants saying that they used social media always or a lot for this purpose. Organisations were less likely to use social media to recruit volunteers/ employees or to fundraise. 44% of respondents reported that they never or rarely used social media to encourage donations, while 30% said that they always did or did that a lot (Figure 2).

**Figure 2 – How often small non-profit organisations use social media for each of the following purposes (% of respondents)**

	<i>Always</i>	<i>A lot</i>	<i>Sometimes</i>	<i>Rarely</i>	<i>Never</i>
<i>To raise awareness of their organisation/core mission</i>	30	38	22	8	3
<i>To encourage donations</i>	12	18	26	20	24
<i>To organise events</i>	23	32	28	12	5
<i>To recruit volunteers/employees</i>	18	23	36	14	11

Overall, these results suggest that social media have had a considerable impact on organisational practices of non-profits especially in relation to external communication and communication with the public. The survey also revealed that for a significant portion of small non-profits social media were key part of their organisational infrastructure. 52% of the respondents said that social media were essential for their organisation to carry out its work, while 25% disagreed with that statement.



Project workshop, Canterbury, December 2015

## ***2) Key variables that influence social media adoption among small non-profits are size of organisation, type of financing and whether the organisation is growing or contracting***

The results above already indicate that patterns of social media use varied among the surveyed non-profit organisations (see Figure 1 and 2). Responses also differed in relation to frequency of posting on the organisation's social media sites. For example, 48% reported that they updated their Twitter account daily, 27% weekly, 6% monthly, 4% less than monthly and 7% never. Organisations were also different regarding the management of social media activities. In 20% of the responding organisations the director/manager was responsible for managing social media activities, in 31% it was a dedicated employee, in 27% it was the responsibility of several employees, in 8% the volunteers and in 1% an external agency.

Flexible use and affordances are key characteristics of social media (see e.g. Majchrzak et al 2011, Nagy and Neff 2015) that allow differentiated adoption influenced by a myriad of specific variables and context. This study examined how eight key variables influenced social media adoption. These variables were: numbers of employees and volunteers (as indicators for size of organisation), age of employees, age of volunteers, age of clients, type of finance, governance (whether led by a management committee/trustees or board of directors) and whether the organisation is growing or contracting (in terms of income, number of employees and volunteers). Statistical analyses were carried out to reveal significant associations between these variables and aspects of social media adoption. The latter included which stakeholders the organisation communicated with on social media, purposes of social media use, frequency of use and how the organisation managed its social media activities. Figure 3 shows the results of these analyses indicating where significant associations were found.

Although many studies found that age was a significant predictor for social media use of individuals (see e.g. Ofcom 2015; Duggan and Brenner 2013), results of this study shows that in terms of organisational use of social media age overall was not a significant variable. Age of employees, volunteers or clients did not have a significant association with frequency or purpose of social media use in the surveyed organisations. However, there was a relation-

**Figure 3 – Significant associations between aspects of social media adoption and organisational variables**

	<i>No. of employees</i>	<i>No. of volunteers</i>	<i>Age of employees</i>	<i>Age of volunteers</i>	<i>Age of clients</i>	<i>Type of finance<sup>1</sup></i>	<i>Governance<sup>2</sup></i>	<i>Growing or contracting organisation<sup>3</sup></i>
<i>Whom the organisation communicates with on social media<sup>4</sup></i>	<ul style="list-style-type: none"> <li>communicating with clients</li> </ul>	<ul style="list-style-type: none"> <li>communicating with clients</li> <li>communicating with other organisations</li> </ul>	<ul style="list-style-type: none"> <li>communicating with public</li> </ul>	<ul style="list-style-type: none"> <li>communicating with clients</li> </ul>	none	<ul style="list-style-type: none"> <li>communicating with clients</li> <li>communicating with own members</li> <li>communicating with other organisations</li> </ul>	<ul style="list-style-type: none"> <li>communicating with clients</li> </ul>	<ul style="list-style-type: none"> <li>communicating with funders</li> <li>communicating with other organisations</li> </ul>
<i>Purpose of social media use<sup>5</sup></i>	<ul style="list-style-type: none"> <li>using social media for recruiting</li> </ul>	<ul style="list-style-type: none"> <li>using social media for fundraising</li> </ul>	none	none	none	<ul style="list-style-type: none"> <li>using social media for fundraising</li> </ul>	none	<ul style="list-style-type: none"> <li>using social media for fundraising</li> <li>using social media for recruiting</li> <li>using social media to organise events</li> </ul>
<i>Frequency of using Twitter and Facebook<sup>6</sup></i>	<ul style="list-style-type: none"> <li>frequency of using Twitter</li> <li>frequency of using Facebook</li> </ul>	<ul style="list-style-type: none"> <li>frequency of using Twitter</li> <li>frequency of using Facebook</li> </ul>	none	none	none	none	none	none
<i>Management of social media<sup>7</sup></i>	<ul style="list-style-type: none"> <li>who is responsible for managing social media</li> </ul>	<ul style="list-style-type: none"> <li>who is responsible for managing social media</li> </ul>	<ul style="list-style-type: none"> <li>who is responsible for managing social media</li> </ul>	none	none	<ul style="list-style-type: none"> <li>who is responsible for managing social media</li> </ul>	none	<ul style="list-style-type: none"> <li>who is responsible for managing social media</li> </ul>

Categories for variables and aspects of social media adoption:

1: Four types of financing were differentiated: donations or fundraising, membership fees or subscriptions, grants or core funding, earned income.

2: Two categories were differentiated: management committee/trustees or board of directors.

3: Respondents were asked whether their resources have increased or decreased during the past three years in relation to funding, number of employees and volunteers.

4: Respondents were asked about how they communicated with the following stakeholders: clients/beneficiaries, general public, members of own organisation, funders, other organisations in the sector.

5: Four categories were included: raising awareness, encouraging donations, organising events, recruiting volunteers/employees.

6: Respondents were asked how often they updated their Twitter and Facebook sites.

7: Respondents were asked who in the organisation were responsible for managing social media activities, creating and posting content on social media, and responding to comments on social media: CEO/Director/Manager, one specific employee, several employees, volunteer, external agency or other.

Note: Statistical analyses were performed using Pearson's chi square. For statistical results of significant associations please see Appendix.

ship between age of employees and the extent to which the organisations communicated with the general public and how it managed its social media activities as well as between age of volunteers and whether the organisation communicated with its clients on social media. Similarly, governance had limited associations with the studied aspects of social media adoption. The area where there was a significant relationship was in relation to communicating with clients. Those governed by a board of directors were more likely to say that they used social media to communicate with clients than those governed by a management committee/trustees.

Type of finance and whether the organisation was growing or contracting were found to have more significant associations with social media use, although neither variable had a relationship with frequency of Twitter or Facebook use. Examples for significant associations in relation to these two variables included relationship between reliance on grant funding and extent to which the organisation communicates with other organisations on social media; between reliance on donations and using social media for fundraising; between whether the organisation is growing and the extent to which it communicates with its funders on social media; between whether the organisation is growing and the extent to which it uses social media to organise events (for full list of significant associations see Appendix).

The numbers of employees and of volunteers, as indicators for size of organisation, showed significant associations in relation to all four surveyed aspects of social media use (Figure 3). Examples for significant associations included relationship between number of employees and extent to which the organisation communicates with its clients on social media; between number of volunteers and extent to which the organisation communicates with its clients and with other organisations on social media; between number of employees and using social media for recruiting; between number of volunteers and using social media for fundraising; between number of employees as well as volunteers and frequency of social media use. Thus results show that size of organisation, type of financing and whether the organisation is growing or contracting were key variables that influenced social media adoption among small non-profit organisations, while age and type of governance produced less significant associations. The findings also indicate that the organisations who were least likely to use social media were micro organisations with limited number of employees and volunteers as well as those organisations whose resources have decreased in the past three years.



**3) Social media are often framed as a tool for greater ‘professionalisation’, but views about them are mixed and differentiated among small non-profit organisations**

Findings of the seed project preceding this study revealed that small non-profit organisations valued social media for the opportunities they offered but they also saw them as a source of additional pressures. This tension was also evident in the survey findings. Social media were perceived to create benefits but also problems. The majority of the respondents agreed that social media were useful to make their organisation more professional (79.2%) and this perception of the platforms as a tool for greater ‘professionalisation’ was important how social media were framed in the context of the third sector. Most participants also agreed that social media offered great opportunities (82.7%), and that they had a positive impact on the quality of their organisation’s communication with its stakeholders (70.4%) as well as they helped the organisation to access additional resources and/or to recruit new members (65.5%) (Figure 4).

**Figure 4 – Views on the impact of social media (% of respondents)**

	<i>Strongly agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
<i>Social media are essential for the organisation to carry out its work</i>	14	38	23	21	4
<b>Opportunities/Benefits</b>					
<i>Social media have helped the organisation to access additional resources and/or recruit new members</i>	20	46	23	7	4
<i>Social media have had a positive impact on the quality of the organisation’s communication with its stakeholders</i>	22	48	22	6	2
<i>Social media offer great opportunities for their organisation</i>	31	52	15	2	0
<i>Social media are useful tools to make their organisation more professional</i>	23	56	16	5	0
<b>Pressures/Issues</b>					
<i>Using social media is putting additional pressure on the organisation</i>	6	31	25	29	11
<i>Organisation does not have the resources to use social media effectively</i>	11	25	17	35	12
<i>The organisation does not have the knowledge or skills to use social media effectively</i>	5	18	18	38	21
<i>Funders expect the organisation to be active on social media which means extra pressure</i>	5	24	40	26	5

However, more than a third of respondents felt that their organisation did not have the resources to use social media effectively (36.4%) and that the use of social media was putting additional pressure on their organisation (36.3%). 29% also agreed that funders expected the organisation to be active on social media which created extra pressure. And over a fifth (22.6%) felt that their organisation did not have the knowledge or skills to use social media effectively. These figures, however, suggest contrasting views on the issues. Participants were more in agreement about the opportunities and benefits social media offered, but more divided about how essential social media were for their organisations and about the pressures and issues around social media adoption. For example, 37% of respondents thought that social media were putting additional pressure on their organisation, while 40% disagreed and 25% neither agreed nor disagreed.

Further analysis of data suggests that organisational variables influenced perceptions of social media and that particular patterns of social media use are associated with particular set of views. For example, there was a significant positive correlation between how useful respondents found social media regarding opportunities and benefits and how often they reported the organisation was updating its Twitter ( $\rho = .411, p < .001$ ) and Facebook sites ( $\rho = .432, p < .001$ ). There was also a significant positive correlation between how useful participants thought social media were and the number of employees their organisation had ( $\rho = .155, p = .010$ ), in other words, the more employees the organisation had the more useful social media were perceived to be. The number of volunteers, however, did not significantly correlate with how useful social media were perceived ( $\rho = -.043, p = .483$ ). In fact, there was a positive correlation between the number of volunteers the organisation had and the levels of pressure respondents attributed to social media ( $\rho = .166, p = .006$ ) suggesting that the more volunteers the organisation had the more pressure respondents felt social media created.



Project workshop, Canterbury, December 2015



Project workshop, Canterbury, December 2015

#### ***4) Flexible and easy to access support is perceived to be most useful with social media adoption***

One strand of the project explored the ways in which small non-profit organisations could be supported with social media adoption. Such support is justified for two policy reasons: first, to realise the opportunities the tools do offer, and second to address the issue of digital inequalities in the third sector. As the findings above illustrate certain groups of small non-profit organisations, especially those who are micro-sized, rely on a lot of volunteers and whose resources have decreased in the past three years, struggle with using and implementing social media. These organisations and all of those who reported extra pressure and issues with knowledge and skills around social media adoption (see Figure 4) could be supported in a variety of ways.

The project workshop identified two main categories of relevant support mechanisms. The first category relates to access to designated funding or resources that could help third sector organisations. Social media implementation and use requires resources (e.g. staff time and access to equipment such as a smartphone). At the moment there are no designated funding opportunities and a sizeable portion of non-profit organisations (36% in the survey) do not have adequate resources in this area as the following comment exemplifies:

“Our issue is having the staff resource to dedicate to social media - we have staff with the know-how but they do not have the time to dedicate. [Social media] is highly time-consuming.” (Comment from survey participant)

The second category involves access to training and advice about using social media. The survey asked respondents what forms of support their organisation would find useful (Figure 5). Of the available options access to free online resources about social media use was perceived to be most useful by participants followed by attendance of relevant workshops and having a social media mentor/buddy. Views were more divided regarding options about volunteers taking over the organisation’s social media activities and sharing resources with other small non-profit organisations. Further analysis of the data revealed that these views were influenced by to what extent respondents found social media useful or as a source of additional pressure. Factor analysis showed a significant positive correlation between how useful participants thought social media were and how valuable they rated free online resources ( $\rho = .186$ ,  $p = .002$ ), in other words the more useful organisations rated social media the more useful they were likely to find free online resources. In contrast, there was a positive correlation between perceiving social media as additional pressure and finding all the other listed forms of support useful suggesting that organisations that struggle more with social media adoption prefer more intensive, one-to-one support.

**Figure 5 – Perceived usefulness of different ways to support non-profit organisations with social media adoption (% of respondents)**

	<i>Essential</i>	<i>Very</i>	<i>Somewhat</i>	<i>A little</i>	<i>Not at all</i>
<i>Free online resources</i>	21	42	25	10	2
<i>Workshops on social media</i>	10	36	32	16	7
<i>Social media mentor/buddy</i>	9	36	29	15	11
<i>Regular social media surgeries</i>	8	25	36	20	12
<i>Volunteers who could take over running social media</i>	11	33	19	13	24
<i>Sharing social media resources with other small non-profit organisations</i>	6	24	28	18	24

Additional qualitative comments from the survey and the workshop revealed that respondents had varied views about specific support as the following illustrative list of ideas illustrates:

- “Assistance with communications strategy - who when what and how many”
- “Feedback on how effective is our use of social media”
- “Signposting organisations/resources that would help promote our social media feeds and activities”
- “Trend watch- e.g. help to keep on top of latest developments”
- “Via professional membership organisation who could organise regular 'road show' surgeries”

“Online network of other similar organisations for sharing resources and asking advice”

“Online interactive help”

“Marketing/self-promotion training”

These findings suggest that support mechanisms need to be flexible and tailored to the needs of the organisation but as Figure 5 results illustrate access to free online resources about social media use in the third sector would help a wide range of organisations.

## **Key Issues**

Bearing in mind the limitations of this exploratory study some key issues can be noted in relation to social media adoption in the third sector and by small non-profit organisations in particular. First, that social media can now be considered as part of the organisational infrastructure of non-profits and the tools offer valuable opportunities to enhance the work and operation of these organisations. Similarly to other sectors, there is an emphasis on using social media to communicate and developing new types of relationship with the public. However, this study argues that a distinctive feature of social media adoption in the third sector is that these platforms are also framed as a tool for greater ‘professionalisation’. This suggests some underlying tensions around how and why social media are used, an issue that needs further investigations in future research.

Findings of this study also showed that social media adoption is differentiated influenced by organisational variables and accentuated by the flexibility and affordances of social media platforms. As noted above certain groups of small non-profit organisations, especially those who are micro-sized, rely on a lot of volunteers and whose resources have decreased in the past three years, struggle with using and implementing social media and by extension with adapting to the digital age. This is a significant issue as these organisations play a crucial role in the communities they serve and their beneficiaries are often individuals who are disadvantaged and less confident users of digital platforms or have difficulties accessing them. What this means is that policies such as the ‘Digital by Default’ do not just disadvantage individuals (Digital by Default 2016) but also organisations in the third sector.



Project workshop, Canterbury, December 2015

### Next Steps and Impact

This follow on project together with its preceding seed study has provided some useful insights about an under-researched subject area and has also raised questions for future research. The study has limitations that have to be taken into considerations but these also highlight some future research directions. The limitations include general weaknesses of a quantitative methodology including lack of qualitative insights, as well as a limit to how many variables the survey could explore. Arguably, more comprehensive studies using different methodologies would help us to better understand social media adoption by non-profit organisations.

Impact of the project has been mainly limited to the project workshop so far as the empirical analysis has just been completed. The workshop, which was attended by 26 organisations, included presentations from small non-profit organisations as well as their stakeholders about their experiences with and views about social media adoption. It also provided forum for disseminate initial findings of the project and discuss opportunities as well as issues around social media use in small non-profit organisations. The workshop also included activities around identifying and ranking support mechanisms and policy initiatives in relation to social media adoption in the third sector. At the end of the event 94% of participants agreed that the content was relevant, 83% said that they were likely to adapt ideas from the workshop in their organisation and 88% said that they would like to attend similar workshops in the future. Qualitative feedback from the workshop included:

“Thank-you for allowing me to enhance my knowledge around social media. This has enabled me to have an informed decision regarding how we promote social media in our organisation in the future. I walked in this morning with

reservations about social media and will walk away converted to the benefits so thank-you!" (Workshop delegate)

"This is a great resource for small organisations. It's accessible and the content was very relevant." (Workshop delegate)

"Very informative and prompted some good discussion." (Workshop delegate)

Developing impact is key in taking the study forward. There are two immediate plans. First, the PI is developing a KE project that aims to develop support for small non-profit organisations in relation to social media adoption. Building on findings of this project it will co-design with relevant stakeholders support mechanisms that were identified as most useful and monitor their effectiveness. The KE project, which will be supported by the Centre for Research on Communities and Cultures at the School of Media, Art and Design, Canterbury Christ Church University, aims to develop the impact of the study by informing and enabling organisations in the third sector.

Second, the project findings are informing the design of another study the PI is embarking on about local communication and news online. A strand of this research is exploring local communication in relation to third sector organisations in the community and this will build on some of the findings of the project. Apart from these two immediate next steps the PI also aims to develop a next phase for the study which would involve content and network analysis of how small non-profit organisations use social media.

### **Dissemination**

Findings are disseminated to both academic and non academic audiences. Initial findings were disseminated at the project workshop in December 2015 that was attended by non academic delegates. Another project output, the policy report, is sent to relevant bodies targeting non academic audiences especially stakeholders and policy makers in the third sector. In addition, summary of the findings will be published on relevant online sites in an infographic targeting the interested general public. Research outputs for academic audiences include a journal article to be submitted to the journal of *New Media*, *New Society* and a paper at a relevant conference (e.g. ECREA 2016 or MeCCSA 2017).

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Project workshop, Canterbury, December 2015

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## Appendix

### Statistical results of significant associations between aspects of social media adoption and organisational variables

#### *Number of employees and volunteers*

- The number of employees and whether or not they usually use social media to contact clients/beneficiaries,  $\chi^2 (2) = 6.3, p = .044$ .
- The number of volunteers and whether or not they usually use social media to contact clients/beneficiaries,  $\chi^2 (2) = 8.7, p = .013$ .
- The number of volunteers and whether or not they usually use social media to contact other organisations,  $\chi^2 (2) = 7.1, p = .029$ .
- The number of volunteers and how often they use social media for raising awareness of the organisation or core mission,  $\chi^2 (2) = 6.2, p = .045$ .
- The number of volunteers and how often they use social media for encouraging donations,  $\chi^2 (2) = 9.7, p = .008$ .
- The number of employees and how often they use social media for recruiting,  $\chi^2 (2) = 13.5, p = .001$ .
- Between the number of employees and how often they reported using Twitter,  $\chi^2 (2) = 6.2, p = .045$ .
- Between the number of volunteers and how often they reported that their organisation posted on Twitter,  $\chi^2 (2) = 3.7, p = .157$ .
- The number of employees the organisations reported having was significantly associated with how frequently they post on Facebook,  $\chi^2 (2) = 18.0, p < .001$ .
- Whether or not the CEO/Director/Manager is responsible for the organisation's social media activities and the number of employees,  $\chi^2 (2) = 8.4, p = .015$ .
- Whether or not social media activities were the responsibility of several employees and the number of employees they said they had,  $\chi^2 (2) = 24.8, p < .001$ .
- The number of employees they reported having and whether or not they said a volunteer was in charge of their social media activities,  $\chi^2 (2) = 16.4, p < .001$ .
- The number of volunteers the NPOs reported having was also significantly associated with whether or not they said a volunteer was in charge of their social media activities,  $\chi^2 (2) = 6.6, p = .035$ .

**Age of employees, volunteers and clients:**

- There was a significant association between age of employees and whether or not social media was typically used to communicate with the general public,  $\chi^2(2) = 7.5$ ,  $p = .023$ .
- There was an association between the age of volunteers and whether or not social media is typically used to communicate with clients,  $\chi^2(2) = 7.6$ ,  $p = .022$ .
- The average age of the volunteers and whether or not there were several employees in charge of social media activities,  $\chi^2(2) = 13.7$ ,  $p = .001$ .

**Types of financing:**

- Whether or not membership fees/subscriptions are the most important source of financial stability and whether or not they usually use social media to contact clients/beneficiaries,  $\chi^2(1) = 5.9$ ,  $p = .017$ .
- Whether or not membership fees/subscriptions are the most important source of financial stability and whether or not they usually use social media to contact members of their own organisation,  $\chi^2(1) = 6.5$ ,  $p = .019$ .
- Whether or not grants or core funding are the most important source of financial stability and whether or not they usually use social media to contact other organisations,  $\chi^2(1) = 5.3$ ,  $p = .028$ .
- Whether or not the main source of financial sustainability are donations and fundraising activities and whether or not the responsibility for social media activities lay with several employees,  $\chi^2(2) = 8.0$ ,  $p = .005$ .
- Between how often organisations reported using social media for encouraging donations and whether or not they said donations and fundraising activities are their most important source for financial stability,  $\chi^2(1) = 16.3$ ,  $p < .001$ .
- Whether or not the main source of financial sustainability are donations and fundraising activities and whether or not the responsibility for social media activities lay with several employees,  $\chi^2(2) = 8.0$ ,  $p = .005$ .

**Governance:**

- There was a significant association between how the organisation was governed by and whether they typically communicated with clients via social media,  $\chi^2(2) = 7.3$ ,  $p = .026$ .

**Whether the organisation is growing or contracting:**

- Whether or not the amount of funding has changed in the last 3 years and whether or not they usually use social media to contact funders,  $\chi^2 (2) = 6.2, p = .045$ .
- Whether or not the number of volunteers has changed in the last 3 years and whether or not they usually use social media to contact members of their own organisation,  $\chi^2 (2) = 8.0, p = .018$ .
- Between how often they use social media for encouraging donations and changes in the past 3 years in relation to funding/income,  $\chi^2 (2) = 11.0, p = .004$ .
- Between how often they use social media for organising events and changes in the number of volunteers,  $\chi^2 (2) = 9.0, p = .010$ .
- Between both the number of employees,  $\chi^2 (2) = 6.6, p = .039$ , and changes in funding/income,  $\chi^2 (2) = 7.6, p = .022$ , in relation to how often they use social media for recruiting.
- Whether or not there have been changes in the last 3 years in the number of employees and whether or not social media activities are the responsibility of several employees,  $\chi^2 (2) = 15.2, p < .001$ .