Non-profits Organizations and Donors' Volunteerism: Perceptions on Facebook Values for Relationship Building

Mohamed Aabeid
Dept. of Communication, Sch. of Multimedia Technology and Communication, Universiti Utara Malaysia
Department of Media, Sirte University, Libya

Che Su Mustaffa
Adrian Budiman
Dept. of Communication, Sch. of Multimedia Technology and Communication, Universiti Utara Malaysia

Abstract
In spite of the fact that social media tool such as Facebook continues to grow in popularity and regarded as innovative communication tool that have played a significant role in organizational settings particularly in transforming the business' and company's values very limited attention has been given to its exploration for the enhancement of non-profit organizations. Therefore, this research explores how strength of trust and relationship as fostered by the use of Facebook influences attitudes of donors and public in Libya toward volunteering for and making charitable gifts to support non-profit organizations. Thematic data analysis technique was used to analyze interviews data. However, qualitative computer data analysis software (NVIVO 10) was used to analyze the data to facilitate the process of storing, sorting, coding, analyzing and emergence of representation of the data. Based on the findings from the study, it is been recommended that non-profit organizations in Libya pay more attention to the needs of donors in the area of adequate information, accountability and personalization through Facebook. This is important because, many donors have claimed to be highly interested in these as determinants of future donations.
Keywords: Relationship building, non-profit organization, Facebook, donors, Libya

1. Introduction
The use of social media network continues to grow in popularity (Lovejoy & Saxton, 2012). Particularly, social media networking tool such as Facebook is regarded as innovative communication tool that have played a significant role in organizational settings particularly in transforming the business' and company's values (Archambault & Grudin, 2012). In spite of this, very limited attention has been given to the examination of the application of social media tools by non-profit organizations but only a handful of researches (Bortree & Seltzer, 2009; Lovejoy & Saxton, 2012; Waters, Burnett, Lamm & Lucas, 2009).

Consequent upon this inattention, volunteer organizations are being confronted by the tasks of recruiting and retaining volunteers, a challenge not found in other organizations (Connolly, 2014; Waters et al., 2009). Though, social media use is growing amongst individuals, but its use as well as effectiveness for donors and volunteer enlistment and retaining by non-profit organizations is unknown (Connolly, 2014). For instance, only a handful of researches (Lovejoy & Saxton, 2012; Waters et al., 2009) have investigated the social media use by non-profit organizations. Similarly, innovation has been broadly studied in profit organizations context but have less studied in non-profit organization (Hull & Lio, 2006).

Though it is said that one can't please all the people all the time, however, Facebook and other types of social media can make it easier for an organization and business to identify who isn't happy with an aspect of your business and can help remedy the situation. In this case, there is need to build as well as maintain relationship with donors and public in general. In achieving this, Facebook gives a unique opportunity to build relationship and maintain the relationship through regular interaction. With Facebook, organizations can have the opportunity of sorting friends and donors into lists (i.e. interest groups) which then allows for sharing of updates with exactly the people (on a list) they are meant for, without annoying anyone. According to Reynolds (2011), nonprofits organizations can maintain relationship especially in how they can position themselves in a positive light to their friends and donors.

2. Facebook Adoption and Usage for Interaction with Donors
Given the important roles of non-profit organizations in any society and the roles of social media, especially Facebook, in the promotion and facilitation of relationship-building messages, it is imperative to understand its adoption as well as the usage (Nah & Saxton, 2013) by these organizations. It has been established that Social media can help non-profit organizations to improve in their management, lobby for supports and volunteers, generation funds and interaction with donors and volunteers, and sensitization on activities (Waters, 2010). The same reason why, Earle (2011) notes that Facebook is the most popular social media site in the world with over 500 million active users.

Facebook is not only the most famous and diffused social network, but it is the most diverse, easy and multiplatform channel which assists in the management of non-profit organization and charity activities (Beltramin, 2012). Non-profit organizations can obtain benefits from Social networking such as Facebook, especially in how they can position themselves in a positive light (White & Peloza, 2009). Among Forbes 200 largest charities, use of at least one form of social media increased from 75% in 2007 to 97% in 2009.

The motives for non-profit organizations to adopt and use Facebook for their activities are as diverse as the challenges that influenced the set-up of the charity organizations. Apart from the fact that the social media are ubiquitous, the more than one billion active users of Facebook (Aharony, 2013) compared to others such as Twitter with more than 100 million (Parr, 2011), Facebook has proven to effective in addition to the advantage of being largely free to all users across the World (Kenney, 2012). Most of the donors always struggle through many channels of social media to find the information they want about non-profit organizations.

3. Building Trust and Maintaining Relationship with Donors

Though it is said that one can' t please all the people all the time, however, Facebook and other types of social media can make it easier for an organization and business to identify who isn't happy with an aspect of your business and can help remedy the situation. In this case, there is need to build as well as maintain relationship with donors and public in general. In achieving this, Facebook gives a unique opportunity to build relationship and maintain the relationship through regular interaction. With Facebook, organizations can have the opportunity of sorting friends and donors into lists (i.e. interest groups) which then allows for sharing of updates with exactly the people (on a list) they are meant for, without annoying anyone. According to Reynolds (2011), nonprofits organizations can maintain relationship especially in how they can position themselves in a positive light to their friends and donors.

One of the most important things a non-profit organization can do to guarantee long term success and support from donors is to instill and cultivate trust between the organization and its donors. Informants have reiterated that charity organizations should never take trust for granted as it is a foundational building block. Trust is a central aspect of many economic and social interactions such as charity organizations. According to Charities Aid Foundation (2014) public trust is one of the most valuable commodities that any not-for-profit organization can have, and the degree to which people trust these organizations may have a huge bearing on how willing they are to give to them.

Accountability and trust play an important role in the charity sector that are the assurances that donors rely on to assess whether their money has been used as directed. According to Freriksen (2014), if the public has little confidence in a charitable organization, they will be less willing to support the organization. As a consequence, for charities it is of importance that their Facebook use create trust in order for donors to donate and to continue donating.

4. Methodology

Centered on the research question set forth for this paper, both the non-profit organizations and donors informants were probed about how they use Facebook to interact towards building trust and strong relationship. Thematic data analysis technique was used to analyze interviews data. Researcher followed (Creswell, 2012) guidelines to carry out data analysis stages. However, qualitative computer data analysis software (NVIVO 10) was used to analyze the data. According to Creswell (2012) it is used to facilitate the process of storing, sorting, coding, analyzing and perpetration of representation of the data.

The analysis commenced with open coding where data transcribed were scrutinized line by line to describe perceptions within data (Creswell, 2012). According to Strauss and Corbin (1998) this makes it disposed to purifying as well as identifying borrowed existing concepts. Next to this is the analysis of axial coding, which was applied to construct conceptual links between a category and its subcategories. After that, concepts and sub-concepts were described more by selective coding, that is an assimilative process of selecting the principal category, methodically connecting it to other categories, validating those relationships by exploring for confirming and disconfirming examples, and stuffing in categories that required additional improvement and development (Strauss & Corbin, 1998).

In order to protect the confidentiality of informants the study used pseudonym to report the perceptions of the informants in line with the advice of (McCann & Clark, 2003). As noted by Creswell (2009), researcher must be mindful of how to protect the anonymity of individuals, roles and incidents in the research through the use of pseudonyms for both individuals and places of data collection sometimes. In NVivo 10 individual informant was addressed as Informant, with abbreviation used in the model as Inf. M1, representing managers and Inf. D2 which stands for donor respectively.

5. Results

Answers to the questions were generated through an organized and systematic manner in a prolonged

engagement with the all informants, and through the standardization of the field notes and recording. The interviews were conducted in Tripoli, the capital and the largest city in Libya, which is home to 1.7 million of Libya's 6.4 million citizens (Aabeid, Mustaffa & Budiman, 2016). The emerged answers are therefore processed and presented through NVivo 10 in theme, sub-themes and sub sub-themes. Therefore, the following off-shoot surfaced as findings to how Facebook is used to interact in order to build trust and strong relationship between non-profit organizations and donors.

5.1 Building and Maintaining Relationship
According to Reynolds (2011), non-profits organizations can maintain relationship especially on how they can position themselves in a positive light to volunteers and donors. These perceptions also emerged from the informants of this study. Based on the analysis the following two sub-themes: connection and building trust as well as four sub sub-themes were generated. Figure 1 shows the graphical display of the findings.
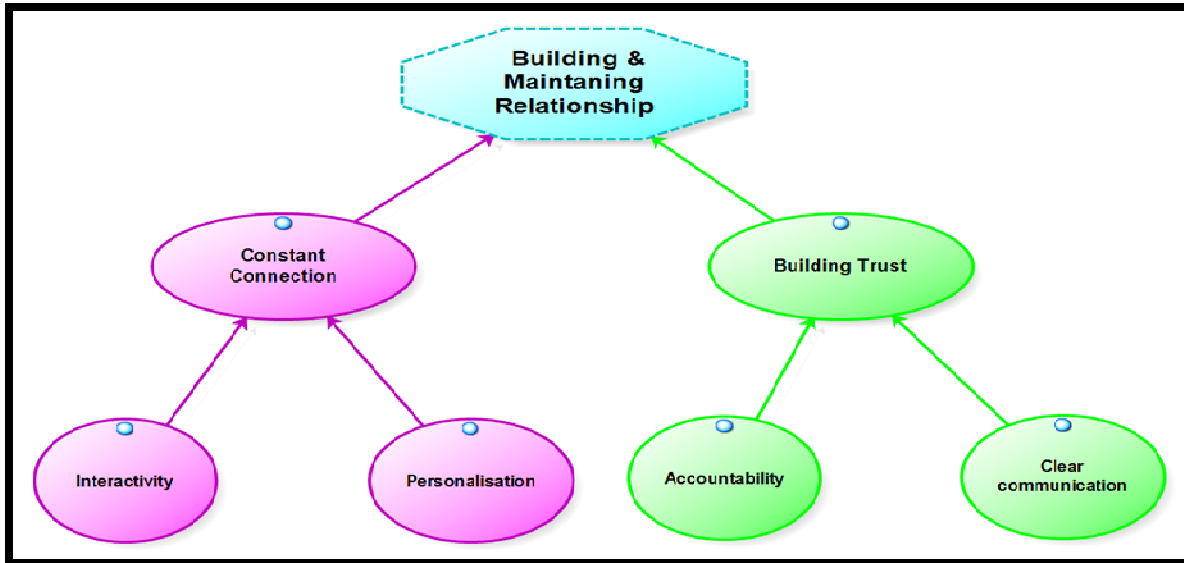

Figure 1. Theme showing strategies for building and maintaining relationship with donors
5.1.1 Constant and Continuous Connection with the Donors
The need to be in constant as well as continuous connection with the donors and general public by non-profit organizations on their efforts and challenges have been described as very important in building and sustaining relationship with the donors and volunteers. This fact emerged from the analysis of the interviewees' perceptions. Majority of the informants identified regular interactivity and personalization of information as key factors in building relationship with donors and recruitment of volunteers. Figure 2 below displayed the perceptions.
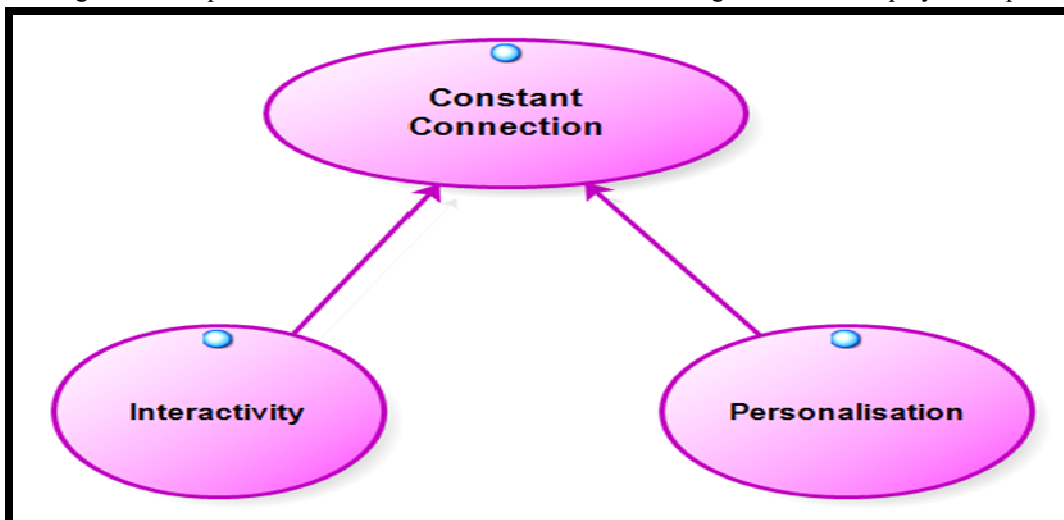

Figure 2. Sub-theme indicating constant connection between non-profit and donors

5.1.1a Interactivity through Facebook

Interactivity refers to the degree to which two or more communication parties can act on each other, on the communication medium, and on the messages as well as the degree to which such influences are synchronized (Liu & Shrum 2002; Wang, Wu, Chen, & Yeh, 2012). Meanwhile, many-to-many interactivity is a kind of structural communication created between the interaction of user generated information and the automatic hypertext linking of that information by the Facebook interface. Unlike one-to-one and one-to-many interactivity where the communication is bounded to another individual and or a group, many-to-many interactivity takes place between the user and the entire network (Patton, 2007).

Most of the Informants among non-profit managers identified power of interactivity of Facebook as one of the reason using it while donors also claimed that the interactivity permissible on Facebook motivated their sense of volunteerism and donation to the course of non-profit organizations in Libya. Confirming this, Informant M8 noted that, "for any organization to be successful, Facebook need to be used adequately for interaction. We interact very well with the donors through Facebook". Similarly, Informant M2 captured it thus:

> We do not give any attention to the other sources of communication, we tried on the radio for three times to cover a campaign, but comparing to Facebook, we found that Facebook is much better to get a good interaction with the society than the Radio and Twitter.

Also, informant M10 reiterated that "the fact that my organization can get immediate response from the donor and the donor getting on time response and appreciation from our organization makes Facebook our choice of communication".

From the perspectives of the donors, interactivity was described as a significant factor that improves and promotes the activities of non-profit organizations to them. Informant D15 for instance explained that, "Facebook made it possible to interact with organization on their activities therefore encouraged me to do something for the needy". In the same vein, Informant D17 stressed why he used Facebook and support non-profit organizations, "I remained one of the people who communicate with this association through its Facebook page and this has really enticed me to their activities". These perspectives are however illustrated in detail in Figure 3 below.
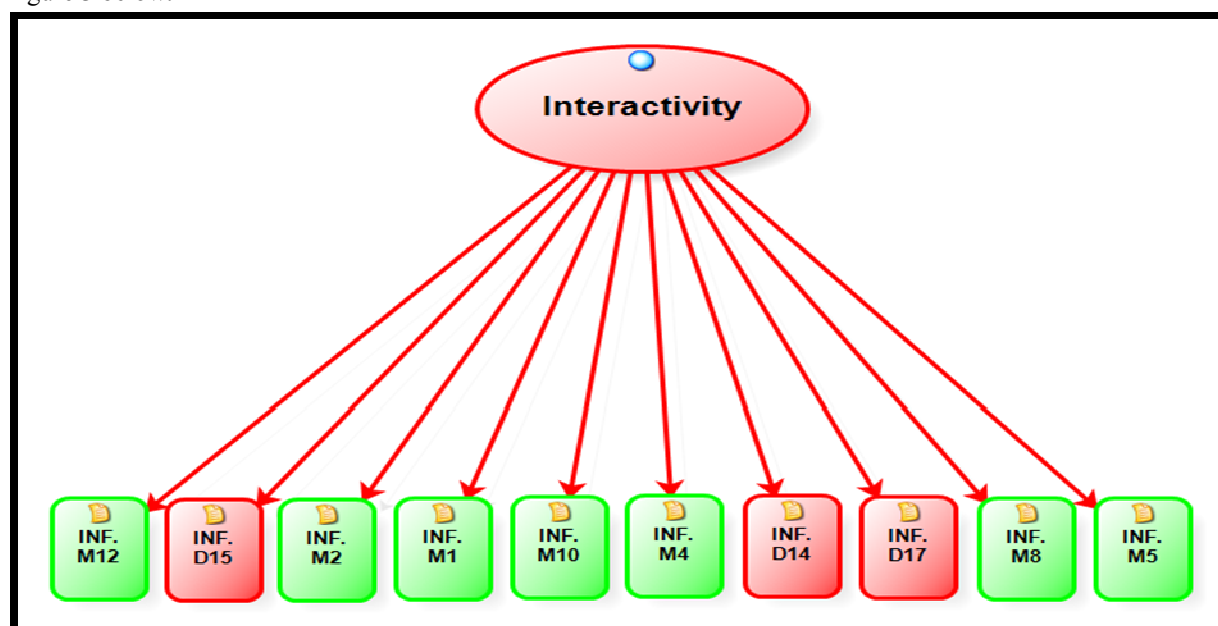

Figure 3. Sub sub-theme depicting the sources of perception about interactivity

5.1.1b Personalization

Personalization of messages is a form of communication between different members on Facebook which is only seen and reachable by the users participating in the communication (Aabeid, Mustaffa & Budiman, 2016). Among non-profit organizations, to personalize a message has grown popular because of the increasing demand for privacy and collaboration. According to Hutchinson (2015) personalization of messages is the key to reaching the next generation of consumer/donors because hearing them, serving their individual needs, demonstrating that they're important are what add to establishing trust.

According to some of the Informants also, personalization is increasingly another means of handling issues with the donors because it provides every individual with a voice, a means to share their perspective with the organizations. For instance, Informant M1 specified that, "Facebook helps us to have personal and exclusive relationship with our donors therefore improved the benefits". This is necessary because according to Informant

M10, "many of our donors need to be interacted with on a personal level".

On the importance of personalization as a factor, some of the donors also stressed the usefulness. Informant D14 for instance said, "If I wanted to donate and contribute, I directly contact with the admin page through a messages on their inbox by mere fact that I can ask and get answer makes me feel ok to be part of the project". Buttressing this point, Informant D20 also noted that, "The way that I used to donate is by communicating with the admin who is controlling the page directly through their inbox". These and other sources perceptions on the personalization reflects in the Figure 4.
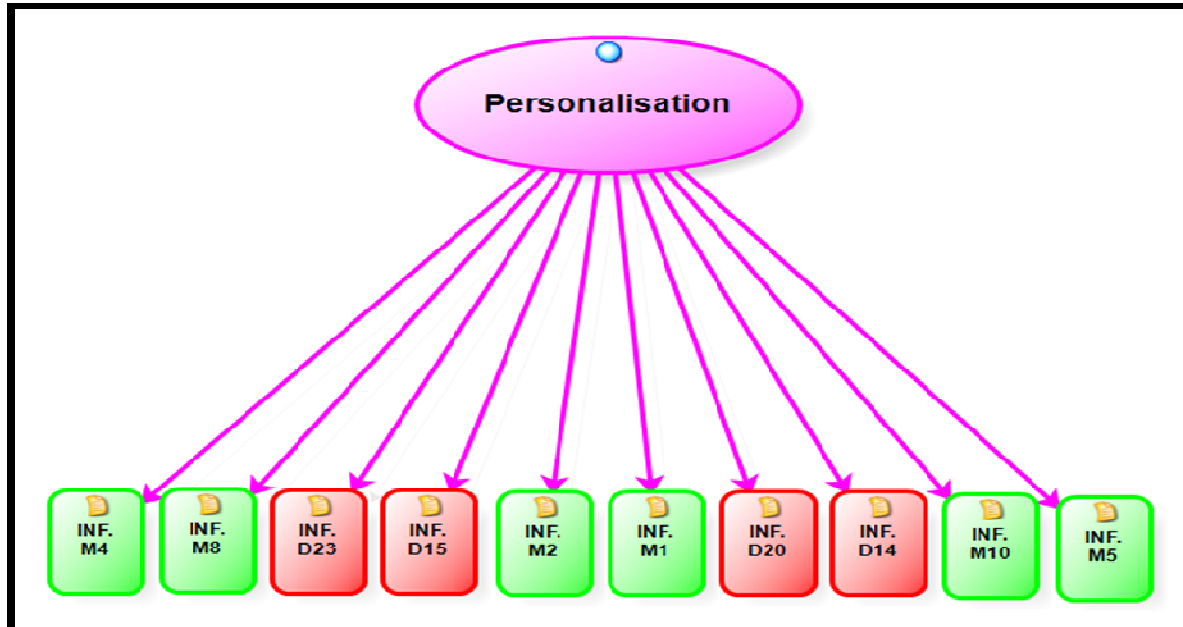

Figure 4. Perceptions of Informants on the importance of personalization

5.1.2 Building Trust

Based on the analysis generated two sub sub-themes signifying the strategies to building trust with the donors emerged. The strategies which are shown in Figure 5 below are accountability and clear communication on the activities of non-profit organization. Accountability was identified as a requirement for trust to be established between non-profit organization and donors. Similarly, the need for clear communication on the activities and desires of non-profit organizations emerged as important towards building trust with the public and donors.
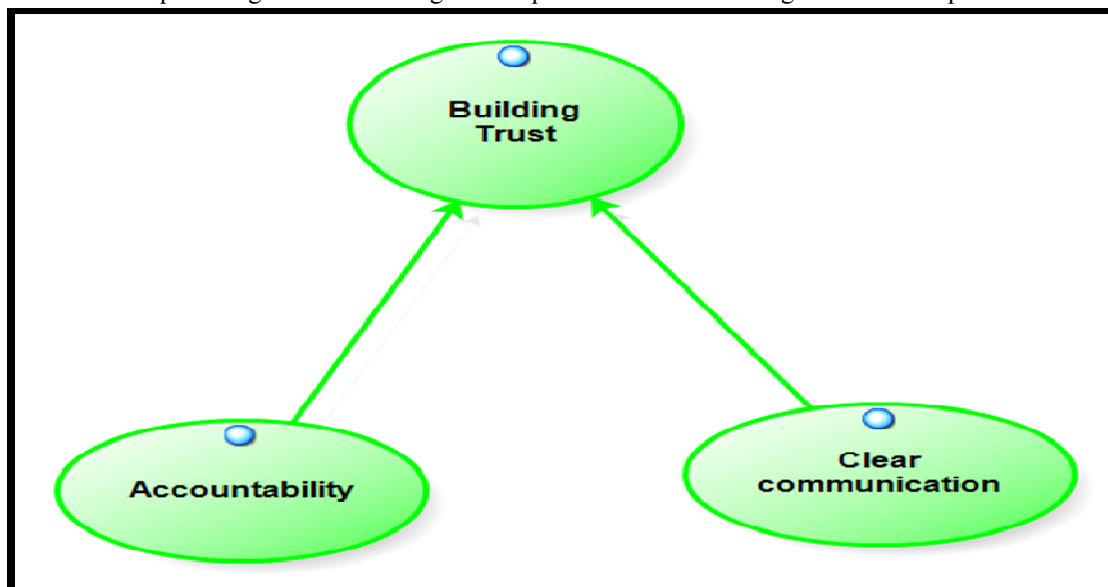

Figure 5. Sub-theme showing strategies for building trust with donors

5.1.2a Accountability

In ensuring accountability, it is important for charity organization to always keep promises. In the same way, majority of the informants agreed that accountability is essential and Facebook is one means through which that

can be achieved. For instance, Informant M1 aptly put it thus, "In order to ensure that we are just and respected we ensure accountability". Similarly, Informant M10 stated that, "Sometimes, it necessary to let the donors know how we utilize the money and run our organization, so we use Facebook to achieve these". Describing the process of achieving trust with the donors, Informant M8 said:

> In operation of non-profit organization, it is important to establish relationship as well as building trust among the public and particularly the donors who put down their money for us to work. So, we ensure high level of accountability in all we do (D8).

Meanwhile, among the donors, the issue of accountability was described as a guarantee that their donation was been rightly used. Informant D13 expressly put it thus, "I think the Facebook of the organization has made it possible for accountability and we are happy about that and that determines our commitment to the organization". In the same way that Informant D15 said:

> In fact I have never helped any other association, because I have no idea about what they were doing. However, after knowing this association through Facebook pages and I made sure of its credibility, by checking their page and looking at their works, they prompted me to try to help too (Inf. D15).

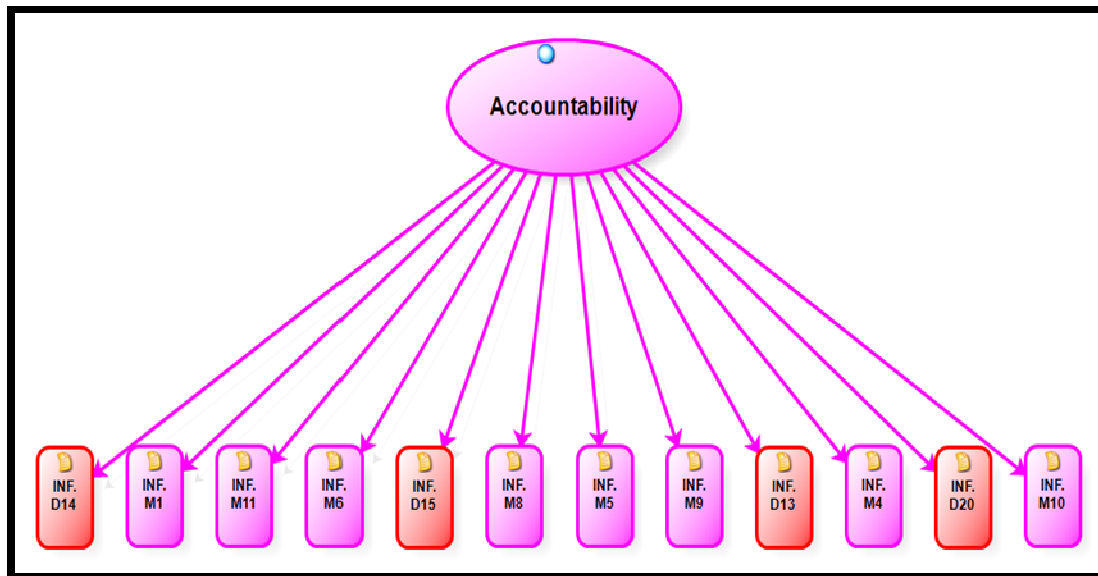Supporting these perceptions, the figure 6 below gives a graphical pattern of sources identity.

Figure 6. Perceptions on accountability as a foundation for building trust

5.1.2b Clear Communication

With aggressive competition in today's charity works, many of the nonprofit organizations are increasingly finding themselves looking toward their communications approaches to ensure success (Rasmussen, 2006). However, one way to possibly influence potential donors to contribute to charitable organizations is through communicating the successes of the organization to the public. Apart from this, another way is by emphasizing what goals the charity are planning to achieve in the future as well as how the organization is being managed.

In a similar manner, Informants have described the need for clear communication as significant to success of fundraising. For instance, Informant M1 noted thus:

> We always try to send detail and clear information to our shareholders. It is important also that we respond to all information asked by the public on any issue concerning us. All these ensure that we perform our responsibility adequately (Inf. M1).

Also, Informant M5 reiterated how Facebook has helped in building trust with donor through communication thus: "we are right to depend on Facebook, because it helped to disseminate and increase our association popularity, compared to other social networks of communication". In relation to this, Informant M8 stressed that, "The donor always demand for informant and luckily, we are able to provide clear communication through what we post and share on Facebook". From the perspective of the donors, Informant D13, aptly put it thus, "the clear communication of the organization help in building trust".
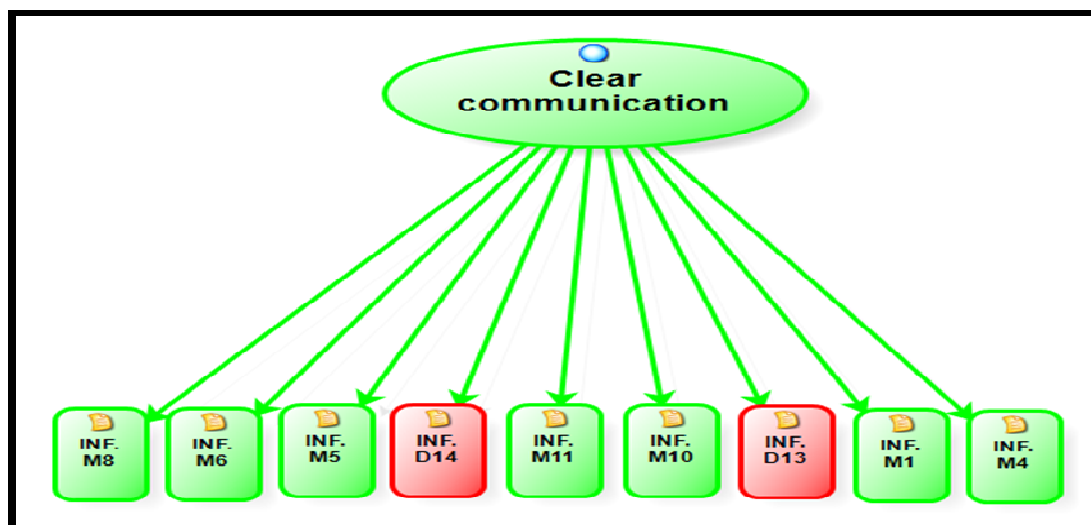
Figure 7. Perceptions of sources on the importance of communication in building trust

6. Discussions

In response to the research question two of this study which tends to know how non-profit organizations and donors use Facebook to interact, the finding revealed that mostly, it is used to build and maintain relationship with donors and the public at large about the finances and beneficiaries of the organizations. This perception was equally confirmed by Reynolds (2011) who reiterated that nonprofits organizations can maintain relationship especially in how they can position themselves in a positive light to their friends and donors.

As part of the ways to build and maintain relationship with donors and the general public, majority of the informants identified regular interactivity and personalization of information as key factors. From the finding, it was established that one of the phenomena of Facebook is that it gives everyone a voice. This is achieved by facilitating interactive and a two-way conversation with donors about services which eventually improve understanding, services and increase client satisfaction.

Another benefit of Facebook that prompted its adoption among non-profit organizations is the ability to personalize a message which has grown popular because of the increasing demand for privacy and collaboration. Therefore, the possibility of interactivity and personalization of messages are the significant factors that improves and promotes the activities of non-profit organizations.

Also, trust between the non-profit organizations and donors is a central aspect of interactions and relationship that will be beneficial to the objectives of charity works. The general perceptions have shown that public trust is one of the most valuable commodities that any not-for-profit organization can have, and the degree to which people trust these organizations may have a huge bearing on how willing they are to give to them. Emerged from the findings, the two strategies being adopted to achieve this are accountability and clear communication with the donors and the public.

One of the discovery of this study and which confirmed the scholars (Freriksen, 2014; Rasmussen, 2006) perceptions was the need for donors to have assurances that their money donated has been used as directed. This was established by the study as one of the main determinant of success of any non-profit organizations. In ensuring this, the managers interviewed concluded that Facebook provides the appropriate opportunity for this.

In view of the importance of communication between organizations and donors, it was established in the data that, one way to possibly influence potential donors to contribute to charitable organizations is through communicating the successes of the organization to the public. Where the donors lack adequate knowledge and understanding of the activities and spending of the organization, there is high possibility of lacuna and the eventual boycott. Therefore, the need for clear communication was emphasized in the finding because it is significant to success of fundraising and donors recruits.

The outcome of this study has provided theoretical implication on the process and requirements of building trust and maintaining relationship between non-profit organizations, the donors as well as the general public in Libya. Based on the findings from this study, it is been recommended that non-profit organizations in Libya pay more attention to the needs of donors in the area of adequate information, accountability and personalization through Facebook. This is important because, many donors have claimed to be highly interested in these as determinants of future donations.

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