Impact of Leadership Characteristics on Media Use in Nonprofit Organizations

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ABSTRACT–*Social networks have proven vital in building a large, global constituency and it is imperative that nonprofit organizations (NPO) become more aggressive in incorporating social media into their daily operations. However, nonprofitleadership often fails to take into account the existing usage characteristics of their own internal stakeholders regarding social media. The purpose of this research was to survey internal stakeholders at a large NPO located in Southern California to determine whether there is a statistically significant relationship between the stakeholders'current social media capabilities and usage levels, and their overall perceptions of social media use within the nonprofit's organizational leadership culture.A quantitative descriptive methodology was used to survey 210 internal stakeholders to gauge participant responses to 37 survey items. Data were assessed using correlation statistics at the p < .05 threshold for statistical significance and analysis of variance testing. This study revealed that the NPO's internal stakeholders possess strong social media skill sets, and that these internal stakeholders can make more of a contribution to the NPO's effective use of social media. The data showed a statistically significant relationship between internal stakeholder social media capabilities and usage levels, and their perceptions of their NPO leadership's own social media characteristics. Areas of recommendation for future study include determining the ideal metrics needed to track the growth of social media within this chapter of the NPO.*

Keywords–Advanced structural theory, internal stakeholders, NPO, organizational culture, NPO PRISM scale, SPSS, strategic planning, survey monkey, transformational leadership.

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1. INTRODUCTION

Social media has quickly become one of the most potent networking communication tools ever developed [1]. The problem for contemporary businesses organizations is that social media's hyper-connected world of virtual communities, instantaneous customer feedback, networked information sharing, and user-generated content is forcing companies to adapt their leadership styles to accommodate this ever-changing business dynamic [1]. Sales departments, marketing firms, and advertisers now all rely on their population of social media contacts, followers and trending topics as a benchmark to measure overall company success [2]. As evidence of this, consumer reliance on social media has steadily increased over the last decade, and there are now more than one billion users of social media sites like Facebook, Vine, Instagram and Twitter[3].Nevertheless, some companies continue to view social media as a "disruptive" technology because it has forced them to implement significant changes within their leadership and organizational structure [4]. In part because social media requires these organizations to adopt more transparent operating standards, become more democratic in their organizational structure, and to actively promote employee empowerment [5]. Nor is this reluctance to incorporate social media into normal operational procedures limited to commercial organizations. In fact this organizational aversion to social media has been especially notable within nonprofit organizations (NPOs), as the majority of NPOs have proven reticent to implementing a comprehensivesocial mediaoutreach engagementstrategy [6].

Although significant differences exist between NPOs and for-profit industries, one thing that both organizations have in common is the need to find ways to adapt to the burgeoning, online world of social media[7]. Even then, there are important distinctions between how the two types of organizations attempt to leverage social media to their advantage. While for-profit companies typically use social media as a tool to reach out and target new customers, NPOs have, thus far, been much more reluctant to exploit the possibilities that social networking offers, whether it be out of a lack of technical and financial resources, or simply out of fear of the unknown [8]. Compounding the effects of this slow pace of adoption is the fact that NPOs are also underestimating the extent to which their donor publics are already online using social media, meaning that these NPOs are missing out on the potential to use social media as a way to accept donations

and other contributions from the public [9].In order to keep pace with both their for-profit competitors and other nonprofit counterparts, NPOs must find better ways to adapt their organizational brands to the realities of the online world of social media[7]. Indeed, NPOs must learn how to exploit the possibilities offered by social media as a vital tool for reaching new customers and volunteers to help sustain their respective causes[8,10].Relying as they do on a volunteer workforce, it also becomes necessary for NPOs to take into account their internal stakeholders' existing attitudes and aptitudes concerning social media usage before initiating any online, social networking outreach or recruitment campaign on an institution-wide basis [1].

Consequently, the aim of this study was to determine how NPOs are adapting to the use of social media in their workplace by surveying the NPOs own internal stakeholders regarding their attitudes concerning social media [11]. The study sought to highlight the role that internal stakeholders play in helping an organization to nurture and develop the use of social media as a mechanism with which to engage their various NPO institutional stakeholders[12]. The ultimate goal of this research was to assess if there was a positive correlation between affirmative stakeholder attitudes towards social media and the perceived commitment-level of the NPO's leadership towards the innovative use of social media within the organization. The study further tracked the stakeholders attitudes related to the NPO's leadership and whether or not the current organizational culture could be characterized as promoting high levels of social media implementation.

2. RESEARCH DESCRIPTION

NPOs continue to playa vitally important role in American society [9,13-14]. Among their many services, NPOs provide a crucial public safety net for the impoverished and for victims of natural and manmade disasters [15]. Additionally, NPOs also advocate for the rights of the disenfranchised by giving a voice to those who are isolated from the mainstream political process [16]. Just as importantly, the altruistic works performed by NPOs act with a powerful allure that draws in a host of eager recruits at both the grassroots and the executive levels [17].According to the results of a survey by the American Marketing Association [18], regardless of their organizational size or objective, the top priorities for NPOs involve: (a) building awareness for their cause, (b) promoting their organizational brand, and (c) finding ways to generate increased donations and revenue.More often than not, they are also faced with tight budgetary constraints and lack sufficient numbers of staff, which undermines their abilityto affect the communities they serve. As a result, the majority of NPOs, especially those with annual revenues under one million dollars, have not been able to take advantage of social media's benefits [3].Consequently, a broad array of NPOs, along with their leadership teams, must address a new series of challenges in this current economic environment. In fact, the two most important issues confronting NPO leadership teams are the long-term decline in NPO revenue sources coupled with an even greater demand for the NPO's core support services [19]. Theses twin concerns are exerting an enormous amount of pressure on NPOs and consuming more and more of their leadership's time and energies [14].

One such NPO that is currently facing these specific challenges is a local chapter of a large, well-known, national NPO. This particular NPO is located in Southern California, and it serves a broad sector of the local populace. A possible remedy for the challenges that NPOs currently face, both in fundraising and in recruiting new volunteers, is for them to better develop their social media networking capabilities [2,19].To keep pace with both their nonprofit counterparts and other for-profit competitors, NPOs must find ways to better adapt their organizational brands to the new realities of social media[7]. Indeed, while for-profit companies long ago came to depend on social media as a vital tool for reaching new customers, NPOs inexplicably continue to show reluctance in exploiting the possibilities offered to them by social media [8,10]. At present, the NPO that participated in this study has only a modest social media presence, consisting of the local chapter's website, Facebook account, Google+ account, and Twitter feed.The goal of this study was to determine how well the local NPO's current leadership team is adapting to the use of social media, by surveying their own internal stakeholders on the subject [11]. It can be especially important for NPOs to take their internal stakeholders' abilities and behaviors concerning social media into account before initiating any wide-ranging, in-house, social networking initiative [1]. This study highlights the role that internal stakeholders have in helping a NPO to develop the use of social media as a mechanism to improve overall organizational communication and outreach [3].

The problem for contemporary businesses organizations is that social media's hyper-connected world of virtual communities, instantaneous customer feedback, user-generated content, and networked information sharing is forcing companies to adapt their leadership style to accommodate this ever-changing business dynamic [1]. Sales departments, marketing firms, and advertisers now all rely on their online social media friends', followers', and customers'; "likes" as benchmarks by which to measure company success [2]. Social media platforms have quickly developed into some of the most potent networking communication tools ever developed [1].As evidence of this, consumer reliance on social media has steadily increased over the last decade, and there are now well over two billion combined users of social media sites (e.g., Facebook, Google+, Vine, Instagram, and Twitter) with Facebook alone boasting more than 1.5 billion active users in December of 2015 [20].Indeed, the incredible growth in popularity of a site such as Facebook shows just how potent a force social media has become. As proof, one need only look back to 2006, when Facebook first became accessible to the public-at-large, and more than 400 organizations quickly signed up and joined within barely two weeks' time [7]. By 2013, those organizational membership numbers had grown exponentially, rising to a total of more than 15 million

businesses and organizations [21-22]. In addition to these organizational memberships, the number of individuals on Facebook crossed the billion-member threshold in 2012 [22] while the site continues to add nearly 250,000 users per day [23]. On August 24, 2015, Facebook even managed to cross the one billion active users' threshold for the very first time [21]. By the close of 2015, Facebook's fourth quarterly earnings had surpassed the $5 billion mark [20].

Despite this rapid growth rate, some companies still consider social media to be a *disruptive technology* since its workplace implementation often requires organizations to make significant changes to their organizational structure and leadership style [4].This aversion to socialmediais especially notable at NPOs, which have been slow to implement comprehensivesocialmediaengagementstrategies [6].Perhaps this is because social media requires NPOs to adopt transparent operating standards and become more democratic in their organizational structures while leadership launches a vigorous campaign championing the need for individual employee empowerment [5].

Indeed,the National Council of Nonprofits trade group openly acknowledges that many of their organizational members are facing a leadership crisis due in part to the pressures placed upon them by social media. The organization describes this crisis as being rooted in the burden placed on NPO leaders to perform so many different tasks, including acting as, "good managers of people, gracious with demanding donors, tech-wizards, advocates for their missions, equally savvy with legal issues and social media, and . . . on top of all that—world class fundraisers" [14]. It is also necessary that NPO leaders understand that by expanding their organization's social media capabilities they are fostering increased collaboration between all of their internal stakeholders and ensuring a "strategic alignment of (organizational) vision and purpose" [5].NPO leadership cannot afford to ignore the amazing growth curve of social media. Studies clearly demonstrate that organizational leadership must have a central role in promoting or championing the incorporation of social media into the workplace [5,10,23]. What remains less certain is the role that internal stakeholder attitudes have in abetting the use of social media into an organization's daily operational activities. For example, little information exists on whether stakeholder's gender, age, or educational background have a part in their acceptance of social media. Overall research about internal NPO stakeholder attitudes and their effects on the use of social media in the workplace remains scant.

Given their distinctive needs and challenges, it is imperative that NPO leadership, on-the-whole, learns how to maximize social media as a *dialogic medium* to conduct real-time, interactive conversations with their stakeholders [3]. Current gaps in academic literature highlight the need for more data to be amassed to help determine whether a correlation exists between an individual stakeholder's social media activity, confidence levels, and opinions concerning social media, and his or her perceptions of NPO leadership's commitment to social media implementation [3,6].The purpose of this study was to help fill that academic void by surveying internal stakeholders at a NPO to determine whether there is a statistically significant relationship between the social media capabilities and usage levels of the organization's internalstakeholders and those stakeholders' perceptions of the social media characteristics displayed within the NPO's leadership culture.

3. RESEARCH METHODOLOGY

Based on available information, leadership attitudes concerning the use and promotion of social media are among the most significant factors associated with the long-term success of the NPO's social media strategic initiative [5,9]. The purpose of this study was to survey the internal stakeholders at a NPO to determine whether there is a statistically significant relationship between thesocial media capabilities and usage levels of the NPO's internal stakeholders, and those stakeholders' perceptions of social media characteristics within the overall NPO leadership culture. This study utilized a quantitative, non-experimental research design that involved the use of surveys for data collection [24]. The present quantitative research study was cross-sectional and descriptive in nature in that the respondents were measured only once, and no control or comparison group was included. For this study, the data were collected via online survey, which has proven to be an effective research instrument, especially when used to target a particular social subset for the purposes of determining what percentage of that group has certain characteristics, attitudes, beliefs, or knowledge that can be measured at statistically significant levels [25].

The term *population* refers to the group, organization, or entity that is under study. It theoretically includes all the potential members of this defined group or entity and represents *"all possible measurements or outcomes that are of interest in a particular study"* [26]. However, from a practicality standpoint, it proves infeasible to measure an entire population at any given point in time. Instead, this study focused on a subset of the total population, referred to as a *sample*. This sample was then used as a way to represent the key featuresof the overall population under studyand to draw inferences about its tendencies and behaviors [27].Participation in this Social Media Usage Survey was open to all 386 internal stakeholders working for the local chapter of this NPO as of December 2015. This NPO serves a wide area of Los Angeles County, serving 22 different communities with a total population of more than 1.5 million people [28]. Of the 386 potential respondents,210 stakeholders, from all three of the NPO's main organizational divisions: Administrative, Retail and Collections, participated in the survey, constituting a response rate of 54%. All 210 of the participants who began the study went on to complete the entire survey, representing a completion rate of 100%. Out of concern for privacy, respondents were not asked their specific location or departmental affiliation[29].

The survey tool used was constructed for this study. The survey tool was self-administered by the participants and included 37 single-response,multiple-choiceitems. These questions were designed to capture information concerning participant demographics, social media activities, patterns of usage, economic habits on social media, and the internal stakeholder perceptions of the organizational culture and its leadership's level of support for social media.Participant responses to these leadership culture-related questionswere averaged together for the purposes of developing a simple, yet effective, reference tool that could measure social media commitment levels within this NPO chapter. The data from these questions were then distilled into a single metric that could act as a lens by which to evaluate leadership's commitment level pertaining to social media usage within the organizational culture. The need for such a metric led to the creation of Fornelli's *Nonprofit Organization Participant Responses to Institutional use of Social Media scale* (the Fornelli NPO PRISM scale). All of the questions asked in the survey were arranged on a five-point Likert scale; one using ordered categories of interest, including opinion and preference scales. Likert scales are frequently used to gauge a participant's attitudes toward a particular topic by requiring the respondent to identify to what extent he or she agrees or disagrees with a particular question or statement, with each item measuring a single trait [30]. In this study, respondents indicated their preferences by selecting a response on a scale of 1 to 5, ranging from *strongly disagree*to *strongly agree*.

Five stakeholders from the NPO volunteered to take part in the pilot test needed to vet this survey. The participants featured a representative cross-section of the NPO's various internal stakeholders. The participants took the pilot survey on a smart tablet connected to the SurveyMonkey® website. None of the five stakeholders involved in the pilot test were allowed to participate in the final study.Based on feedback received from these pilot test participants, a few survey questions were slightly modified to provide better clarity and content validity on the final survey instrument. This revised measurement instrument was then assessed by the pilot test participants, and it met with their unanimous approval in the areas of face validity, content validity, and construct validity, allowing the study's formal data collection period to commence. Additional analysis of this pilot study data also led to a decision to consolidate a number of the NPO's social media characteristics into a single index scale that could serve as a reference tool to evaluate the NPO leadership culture's overall commitment level to social media use within the organization.

Neither the pilot test nor the finalized survey instrumentwas administered until after the researcher had received approval from the NPO administration. The Social Media Usage Survey Questionnaire was open to all of the NPO's internal stakeholders via the SurveyMonkey® website.The SurveyMonkey® privacypolicycertified all surveys, survey responses, participant data, and individual user ISP addresses are treated with complete confidentiality and anonymity [31].Study data were downloaded from the SurveyMonkey® website in Microsoft Excel® format. According to [32], assigning numerical responses to each question provides a consistent way of entering data while also ensuring accuracy in recording. Consequently, data from the survey were hand-coded by the researcher to ensure consistent results while working to minimize errors or omissions. Data were then exported into Statistical Package for the Social Sciences (SPSS) version 23 statistical softwareforanalysis. SPSS statistical software was used for data analysis. Participant descriptives were expressed as frequencies, percentages, means, standard deviations (SD), and standard errors of the mean in text, figures, and tables. Results were considered to be statistically significant at the $p < .05$ threshold. The *t*-test statistic was used to contrast responses versus the neutral value of 3.This study followed the same guidelines for online research as [1,9] regarding participant anonymity and by providing an accurate representation of the targeted population while minimizing the risk of response bias[33]. For these reasons and those stated above, the results of the present study were not biased by threats to internal validity or external validity.

As this research utilized a survey that was specifically designed for this study, there were no previously published reports on the internal reliability of this survey. Cronbach's alpha was used as a measure of internal consistency in the survey [24]. The Cronbach's alpha measure of internal reliability was calculated for the items related to internal stakeholder familiarity with social media ($\square$ = .88), the NPO's internal cultural index ($\square$= .96), and the relationship between stakeholder social media activity and online sales and donations ($\square$= .76). Because these Cronbach's alphas exceeded the minimum threshold of .70, this survey instrument had sufficient internal reliability for interpretation of findings [12].This research study complied with the ethical guidelines related to anonymity, privacy, and confidentiality. This study received approval from the NPO that participated in this study. Informed consent was also acquired from all of the individual participants prior to the start of data collection. Participants remainedanonymous, and no individuating information was acquired that could link individuals to their survey data. Only the researcher had the personal password to download the data and code the data in an Excel spreadsheet. The data were kept private and confidential at all times.

4. RESULTS AND FINDINGS

Social media is important to sustaining competitiveness for NPOs but little has been known about how NPO internal stakeholders actually use social media in daily organizational operations [7].This study is importantin the sense that it addresses the organization-wide concerns of social media from the perspective of the individual internal stakeholders. Therefore, the purpose of this quantitativedescriptive research study was todetermine whether a statistically significant relationship exists between thesocial media capabilities and usage levels of the NPOs' internal stakeholders and their perceptions of social media characteristics within the NPO's overall leadership culture. The study's findings show that the

NPO's internal stakeholders' existing levels of familiarity and proficiency with social media do provide a significant asset to the organization; one that can have important bearings on future social media implementation within the organization.

This study examined three primary research questions: 1) What are the social media capabilities and usage levels among the NPO's internal stakeholders? 2) From the perspective of the internal stakeholders, what are thelevels of social media characteristics within the NPO and its leadership culture? 3) What is the relationship between the social media capabilities andusage levels of the NPO's internal stakeholders and their perceptions ofthe levels of social media characteristics within the NPO's overall leadership culture?

The findings for 1) revealed that the NPO's internal stakeholders were quite familiar with the term *social media*, knew how to access social media, were confident and up-to-date in social media skills, and were personally active in social media. Furthermore, most of the survey participants already maintained at least one or more social media sites, with the most commonly used sites being Facebook and YouTube. Cumulatively, these findings confirmed that the NPO's internal stakeholders have high levels of social media familiarity, understanding, confidence, and usage (Table 1).

Table 1.Participant Familiarity, Understanding, Confidence, and Activity with Social Media

	Familiar		Understand		Confident		Active	
Response	Count	%	Count	%	Count	%	Count	%
Strongly agree	124	60	111	53	80	38	52	25
Agree	56	27	60	29	64	30	62	30
Neutral	15	7	20	10	37	18	53	25
Disagree	3	1	6	3	15	7	18	9
Strongly disagree	10	5	12	6	14	7	24	11
Missing	2	n/a	1	n/a	—	—	1	n/a
Totals	210	1000	210	100	210	100	210	1000

As for 2), addressingthe internal stakeholders' perspectives on levels of social media characteristics within the NPO's leadership culture, the internal stakeholders were generally neutral regarding whether the NPO's leadership promoted an organizational culture characterized by high levels of social media usage.Research Question 2 included items related to the NPOs leadership culture, questioning participants on such topics as the organization's perceived social media brand presence, their social media brand advertising, amount of client inquiry, as well as leadership's attitudes concerning the incorporation and importance of social media in the workplace, if they encouraged its innovative use, and if leadership was open to seeking input, and engaging in open, two-way communications with their team members (Figure 1).

Regarding 3), and the determination of whether there is a statistically significant relationship between the social media capabilities and usage levels of the NPO's internal stakeholders and their perceptions of social media within the NPO culture, the findings were mixed. As an example, stakeholder demographic characteristics such as age and educational background, were not significantly related to a positive perception of social media levels within the NPO organizational culture. Correlation values *r* and *p*-values are displayed in Table 2 (each $p > .05$).
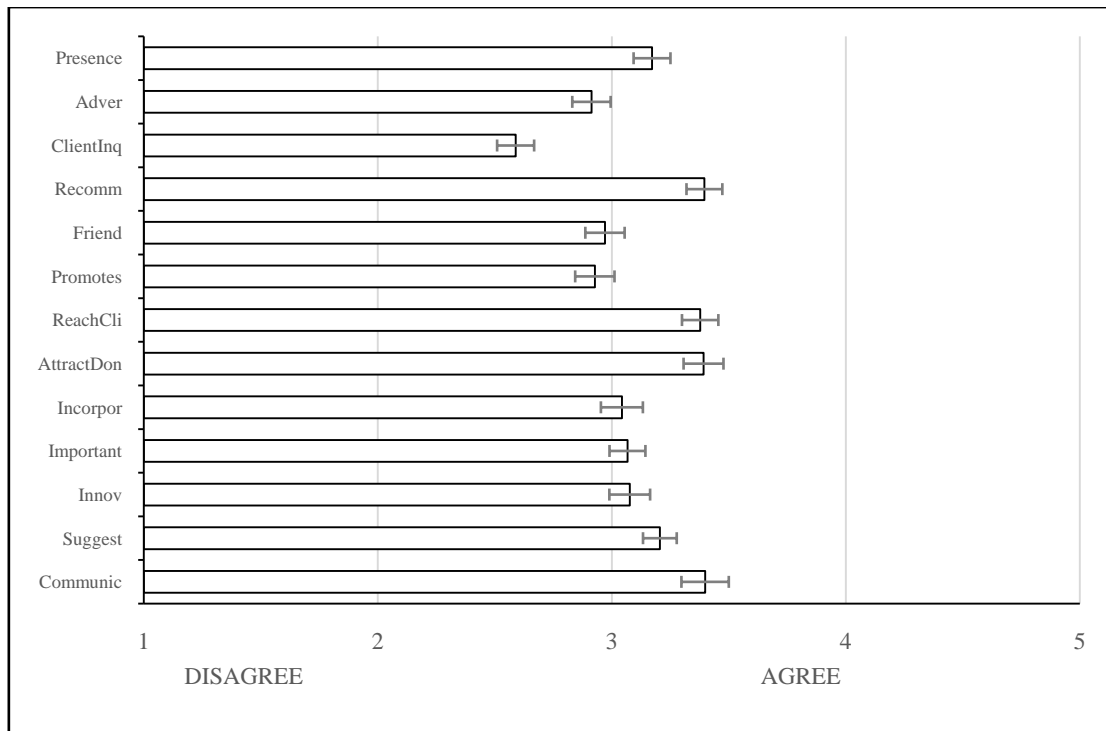
Figure 1. Organizational leadership culture.

Table 2. Correlations: Participant Demographics and NPO Leadership Culture

Culture Item	Age		Education	
	r	*p*	*r*	*p*
Presence	−.01	.91	−.04	.59
Advertised	.07	.35	.02	.80
Client inquiry	.02	.78	.04	.61
Recommend	−.04	.58	.07	.29
Follow	−.04	.60	.02	.78
Promotes	.02	.78	−.07	.34
Clients	−.03	.64	.02	.82
Donors	−.06	.39	−.02	.82
Incorporate	.01	.84	−.07	.35
Importance	.00	.94	−.02	.80
Innovative	−.03	.68	−.02	.72
Input	−.02	.76	.06	.43
Openness	−.05	.48	−.08	.23

Alternatively, an internal stakeholder's social media skills and activity levels were significantly correlated with that individual stakeholder's positive perceptions of social media use within the NPO culture (Table 3).

Table 3. Correlations: Social Media Skills and NPO Leadership Culture

Culture Item	Familiar		Understand		Confidence	
	r	p	r	p	r	p
Presence	.30	< .001	.32	< .001	.32	< .001
Advertised	.20	.004	.19	.007	.22	.001
Client inquiry	.21	.003	.19	.007	.19	.007
Recommend	.34	< .001	.36	< .001	.37	< .001
Follow	.24	< .001	.21	.003	.26	< .001
Promotes	.23	.001	.17	.016	.22	.002
Clients	.29	< .001	.24	.001	.28	< .001
Donors	.33	< .001	.29	< .001	.31	< .001
Incorporate	.25	< .001	.19	.007	.25	< .001
Importance	.28	< .001	.20	.004	.30	< .001
Innovative	.22	.002	.17	.014	.28	< .001
Input	.19	.007	.23	.001	.25	< .001
Openness	.27	< .001	.30	< .001	.36	< .001

Higher rates of purchasing products or services on social media were associated with higher NPO leadership culture ratings.These questions measured the he internal stakeholder's social media transactional habits, such as downloading coupons, making online purchases, and/or making donations via social media were also highly correlated with that stakeholder's overall perceptions of social media use within the NPO culture (Table 4). These correlations are so strong that they led to the rejection of the hypothesis' suggestion that there is no statistically significant relationship between the social media capabilities and usage levels of the NPO's internal stakeholders and their perceptions of social media use in leadership culture.

Table 4. *Correlations: Transactions with Social Media and NPO Leadership Culture*

Culture Item	Purchase		Donation		Coupon	
	r	p	r	p	r	p
Presence	.24	<.001	.18	.01	.24	<.001
Advertised	.25	<.001	.20	.005	.28	<.001
Client inquiry	.16	.021	.11	.12	.23	.001
Recommend	.31	<.001	.18	.008	.34	<.001
Follow	.29	<.001	.16	.02	.27	<.001
Promotes	.20	.004	.09	.19	.16	.02
Clients	.27	<.001	.22	.002	.27	<.001
Donors	.13	.052	.08	.25	.18	.008
Incorporate	.15	.036	.04	.55	.17	.02
Importance	.23	.001	.09	.21	.22	.002
Innovative	.18	.008	.11	.13	.24	<.001
Input	.22	.001	.20	.003	.24	<.001
Openness	.20	.004	.11	.12	.18	.01

These findings indicate that the NPO's internal stakeholders represent an underutilized resource that can fill the void. For example, the majority of study participants are familiar with, confident in, and active on social media, and a majority maintain multiple social media accounts. Finding a way to leverage their internal stakeholders' preexisting social media skill sets also presents a great opportunity for the NPO, and a means by which leadership can help to improve knowledge sharing and innovation within the organization [34].Further, it grants leadership a great deal of flexibility in moving quickly to build up their organization-wide social media strategic plan.NPOs, like the regional chapter that was studied, will need to do more if they wish to utilize the full potential of their social media sites and compete in today's rapidly changing, online, economic marketplace. For NPOs to grow and prosper, their leadership teams must be prepared to transform the organization to the new paradigms caused by social media. NPO leaders who are nimble enough to adjust to this reality can position their organizations to be in a strong position from which to contribute to the public good [19].To be successful, it is imperative that NPO leaders clearly establish that they are in favor of championing social media use within the organization.

This research findings show that over 70% of the respondents had never seen the NPO's brand advertised on social media. sites. Further, only one-third of study participants believed that the NPO's leadership was overtly championing the importance of social media in the workplace. The responses also support the conclusion of this study that the NPO's leadership will receive little, if any, resistance from stakeholders during the implementation of any social media initiative. Such a social media strategy is even likely to be seen as a job benefit by many of the current internal stakeholders. The results of the present study indicate that the NPO is in a position to begin doing more to incorporate social media into their daily organizational operations by utilizing the existing talents of their internal stakeholders.

In total, this study of 210 NPO internal stakeholders included representation of both males and females, as well as a wide range of ages and education levels. Most of the participants were high school graduates who checked social media on a daily basis. Stakeholders represented all three of the NPO's main divisional departments.Participants were generally neutral regarding whether or not they believed that their NPO was adequately promoting the use of social media in the workplace. Combined, these findings demonstrate the important role that internal stakeholder social media characteristics can have in the incorporation of social media within an NPO leadership'sorganizational culture.

5.   CONCLUSIONS AND RECOMMENDATIONS

Although this study's findings show that the NPO's internal stakeholders are already skilled in the use of social media, they still believe there is more that they could be doing to help the organization promote further usage of social media in the workplace. Nor can the importance of organizational leadership's influence in promoting the use of social media in the workplace be minimized. Still, the stakeholders would like to see more innovation and support in the use of social media, and they would like to see the NPO's leadership team continue to drive this type of affirmative organizational change.By improving their social media infrastructure, the NPO will also be making a significant improvement to their own internal communication system. They need to capitalize on this improved information-sharing capacity by asking for more of their shareholders' input. Improved internal communication can provide a feedback loop for stakeholders to comment on how well the social media strategic plan is functioning. Taken to the next step, the NPO can even create social media teams from within the ranks of their stakeholders, teams that can help to spur workplace social media innovation and reward employees with bonuses or other equivalent recognition when they contribute to the improvement of the social media strategic plan.

To facilitate this shift, NPO leadership must approach social media as a positive force that will assist the organization to "make things better, to grow, innovate, and improve" [35]. To accomplish this, NPO's leaders must bond with their team in order to forge lasting partnerships. They must establish a sense of urgency by outlining the compelling vision driving this change, and must be willing to empower their team members to act on that shared vision [36].Additionally, NPO leadership must come to appreciate that there is a significant, untapped market of potential donors available online and that additional efforts must be made to reach out to this chronically overlooked user base. NPO leaders will need to be able to motivate their internal stakeholders to reach out to this untapped donor audience. Finally, NPOs must make more effective use of social media as a vehicle for soliciting new donations, and keeping the public informed of their outreach and promotion efforts.

6.   FUTURE RESEARCH OPPORTUNITIES

This research study was limited in scope to a single chapter of one nonprofit. Expanding this line of research to include a larger and more diverse population sample encompassing a wider geographic area would prove very beneficial and allow data collection to grow at a regional, state, or even national level. Allowing more of the NPO's regional locations to participate is important, as it would permit further verification of the knowledge findings obtained via this present study.The amount of research data could also be greatly increased if this survey was not limited merely to internal stakeholders, but was also made available to all of the NPO's various external stakeholders. Adding these external stakeholders' feedback to the research data would add to both the depth and breadth of the overall study.Future research may focus on how nonprofits can best tap into the global reach that is provided to them by social media

technology. NPOs that want to establish a truly global footprint must be willing to use social media in a way that enables their stakeholders to take part in interactive dialog exchanges that bridge space and time differences while enhancing overall team cohesiveness and collaboration [37].Any future studies on this topic should consider redesigning the survey instrument to allow researchers more flexibility in asking open-ended questions and obtaining more in-depth responses. The interviews could also be conducted by the researcher or a designee, and take place over the course of several field visits.

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