What Do We Know about Social Media in Nonprofits? A Review

Completed Research Paper

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Abstract

The increasing use of social media in nonprofits has attracted significant attention from researchers in various fields. As this body of literature expands, no comprehensive review integrates and discusses the extent of social media use in nonprofits. This paper reviews, analyses and presents findings of the literature on social media in nonprofits, particularly, its functions, enablers, and inhibitors. The paper discusses the findings of 84 research articles on social media in nonprofits published between January 2010 and March 2018. Overall, our study identifies seven (7) functions of social media in nonprofits including relationships, information exchange, conversation and interaction, co-creation and innovation, community building, collective action, and reputation and legitimacy. This paper also discusses the enablers and inhibitors of social media in nonprofits. The extant literature presented in this paper offers an extended look into social media use while providing direction for future research.

Keywords: Social Media, Nonprofit Organisations, Literature Review

Introduction

Social media are "mobile and web-based technologies that create highly interactive platforms via which individuals and communities share, co-create, discuss, and modify user-generated content" (Kietzmann et al. 2011). Social media has become quite popular in nonprofit organizations (NPOs) in the last decade. For instance, the 2018 NGO Technology Report provides survey findings on social media adoption from 5,352 nongovernmental organizations (NGOs) worldwide. It reveals that "93% of NGOs have a Facebook Page, 77% have a Twitter Profile, 56% have a LinkedIn Page, and 50% have an Instagram Profile" (p. 10). The same study further notes that NPOs attract a substantial following on social media like Facebook – up to 100,000 followers for a large organization, 30,000 followers for a medium-sized organization and 8,700 followers for small nonprofits. Organizations that deeply engage with customers or communities on social media will enjoy better financial performance (ENGAGEMENTdb 2009), reduced promotion expenses (Icha and Agwu 2015) and enhanced market value especially when the organization possesses sufficient data analytical skills (Hitt et al. 2014). However, many nonprofits fail to articulate social media usefulness, their social media goals as well as strategies (Adjei et al. 2016; Thackeray et al. 2012). This is because the role of social media to

nonprofits has remained relatively under looked making the strategic use of social media difficult to define and implement.

In the last decade, social media has enabled organizations to engage with the outside world for better performance. For nonprofit organizations (NPOs), social media supports an organization's community engagement strategy that enhances its ability to work jointly with the community (Warner et al. 2014; Waters et al. 2009; Young 2017). It is also widely recognized as a communication strategy that enlarges the organization's outreach prospects (Gálvez-Rodriguez et al. 2014; Guidry et al. 2017). Moreover, social media offers low cost but high impact platforms (Rathi et al. 2016), which allow different social service consumers to participate in the design and delivery of social services and value. Social media offers different opportunities that support the operations and the mission of NPOs.

Scholars are increasingly drawing their attention to studying social media use in nonprofits (Namisango and Kang 2018). Consequently, a large body of empirical evidence, developed through inductive reasoning from various case studies, offers multiple functions of social media to NPOs. This study seeks to offer a comprehensive discussion on what we seem to know about social media use in nonprofits. We hence set out to address the following research questions. ***RQ 1.*** *What are the functions of social media to nonprofits?* ***RQ 2.*** *What are the enablers and inhibitors of social media use in nonprofits?* To enhance the understanding of social media use in NPOs, this paper reviews existing literature on social media and nonprofit organizations, to identify and present social media functions for NPOs. This paper also gathers and presents the enablers and inhibitors of social media use in these organizations.

Related Work

Non-profit organizations (NPOs) are mission-oriented organizations that contribute social value to society (Abu-Saifan 2012; Lettieri et al. 2004). A 'nonprofit organization is, in essence, an organization that is barred from distributing its net earnings, if any, to individuals who exercise control over it, such as members, officers, directors, or trustees' (Hansmann 1980, p. 838; O'Hagan and Purdy 1993). The International Classification of Nonprofit Organisations (ICNPO) report developed by Salamon and Anheier (1996) provides the following as features of nonprofits: a) 'Organized, i.e., institutionalized to some extent. b) Private, i.e., institutionally separate from government. c) Self-governing, i.e., equipped to control their activities. d) Non-profit-distributing, i.e., not returning profits generated to their owners or directors; and e) Voluntary, i.e., involving some degree of voluntary participation' (pp. 2-3). Nonprofits make earning and publish financial statements (Hansmann 1980), but they are barred from distributing earnings as benefits to members but invest in future services of the organization. Nonprofits are countered by budgetary, infrastructure and resource limitations, which prompt these organizations to consider low-cost strategies to deliver value to society and support their mission (Rathi et al. 2016). Nonprofits tend to use social media as a community engagement strategy (Warner et al. 2014; Waters et al. 2009; Young 2017). Community engagement strategies normally aim at tackling emerging issues and soliciting community input towards enhanced service design. Nonprofits also rely on social media as a relationship building strategy (Lai et al. 2017; Wyllie et al. 2016). NPOs seek to build strong relationships with the community as a crucial component of their service delivery process.

A popular study on social media in nonprofits reveals three social media functions for NPOs: information, community, and action (Lovejoy and Saxton 2012). According to Twitter, Lovejoy and Saxton (2012), Twitter is ideal for information dissemination across the organization's target audience and the public at large. Additionally, activities such as soliciting responses, replying messages, acknowledgment and giving recognition to foster community building for the organization. Such activities tend to empower communities to engage actively and closely with the organization. Further still, event notification, donation appeals, advocacy, and call for volunteers to bring the community to act and work together with the organization for a common cause. Further still, they use social media as a communication strategy (Gálvez-Rodriguez et al. 2014; Guidry et al. 2017). Social media enables an organization to increase its visibility, define its relevance and meet its core objectives. Subsequent studies found that NPOs use social media for organizational legitimacy (Feng et al. 2017; Young 2017) and crowdsourcing, co-creation, and co-development of services (Peng 2017; Sorensen et al. 2017). Although nonprofits acknowledge the value of social media, many remain unaware of the extensive

opportunity embedded in social media. This study seeks to offer a comprehensive discussion on social media functions for nonprofits as well as enablers and inhibitors of social media use in nonprofits.

Research Method

We conducted literature review following four simple steps – (1) selecting a review topic and stating research questions, (2) searching the literature using a multi-subject database, (3) filtering, reading and analysis articles, and (4) reporting – c.f. (Cronin et al. 2008).

Selecting a review topic and research question. The choice of review topic and research question was based on a detailed research project on social media and service co-creation in nonprofits. As part of this project, the researchers chose first to explore how nonprofits use social media by reviewing empirical evidence. We stated two research questions as indicated in Section 2 above.

Search Terms and Database(s). We conducted an electronic keyword search using the phrase – *social media and nonprofit organizations*. We used one multi-subject database, google scholar, to search for literature from a variety of discipline. We chose a multi-subject database because NPOs are far-reaching organizations that operate in several spheres of life, particularly 12 categories. Secondly, social media use is an extensive and multi-disciplinary concept. The researchers were concerned that subject-specific databases would limit their exploration.

Selection of Papers. Being a multi-subject database, the initial search before filtering yielded 57,600 articles. We filtered articles by the year 2010 to 2018 cutting down initial results to 16,800 articles. We then sorted articles by relevance using the sort feature on google scholar. Our search boundary was fixed to the first 15 pages of google scholar. This boundary implied that we would skim 150 most relevant articles according to google scholar. We thus read titles and keywords of articles presented on these pages. We followed the criteria below to filter articles for review. (1) An article was published in 2010 or after. (2) The article is peer-reviewed and published in English language. (3) It is a Journal article or Conference Paper. (4) The article focuses on nonprofit organizations only. (5) The articles used in this study we selected as shown in Figure 1 below.
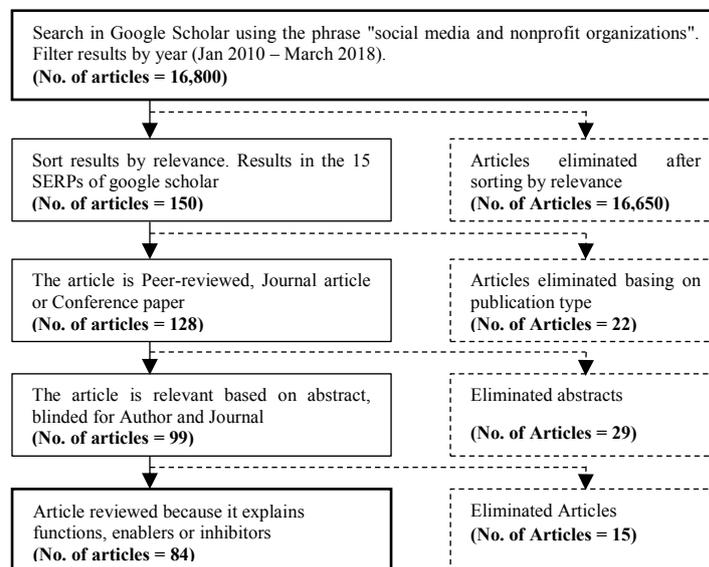

Figure 1. Article Selection Process

Data Analysis

During data analysis, we assess the social media platform studied, nonprofit organization studied, the country where the study was based, the methods employed and the findings. We read 84 articles with the purpose of identifying *functions* social media, *enablers*, and *inhibitors* of social media use. We applied descriptive and focused coding, which allowed us to dig into the issues discussed in each article

and later categorize emerging codes under function, enabler or inhibitor. Application of descriptive and focused coding in literature review is elaborated by Onwuegbuzie et al. (2016).

Description of Reviewed Articles

This section presents background information on the articles reviewed in this paper. The description provides – article publication year, sources of articles, types of nonprofits studied and region and social media platforms most studied. This section also indicates the research methods used across articles.

Most articles reviewed were published in 2017 (18 articles) and 2014 (14 articles). Most articles reviewed were published in *Public Relations Review* (28 articles), *International Journal of Public Administration in the Digital Age* (4 articles) and *Voluntas: International Journal of Voluntary and Nonprofit Organisations* (4 articles).

Nonprofit Sectors Studied

NPOs can be classified into 12 categories (Salamon and Anheier 1996), as shown in Table 1 below. The most investigated NPOs from the articles we reviewed were operating in social science (24 articles), Health (22 articles) and law, advocacy and politics (19 articles). Among the culture and recreation NPOs, all articles were based on sports organizations, while among the environment NPOs, all articles were based on animal care organizations. The least studied NPOs were international NPOs and professional associations and unions. Some articles (13) did not specify the type of organization studied.

**Table 1: Distribution of Articles by Nonprofit Sector**

Nonprofit Sector	No. of Articles from each sector
Culture and Recreation	15
Education and Research	10
Health	22
Social sciences	24
Environment	8
Development and Housing	3
Law, Advocacy and Politics	19
Philanthropic and Voluntarism	9
International	1
Religion	3
Associations and Unions	1
Not Elsewhere Classified	0
Not Specified	13

Countries Studied

During the analysis, we categorized studies basing on countries in which the studies organizations operate. The regions were defined by the six habitable continents – i.e., Africa, Asia, Australia/Oceania, Europe, North America, and South America. There were *three (3)* articles based on NPOs in Africa, i.e., Ghana, Libya, central and east Africa. There *eleven (11)* articles based on NPOs in Asia most especially China. *Five (5)* articles were based on NPOs operating in Australia and New Zealand. There *eleven (11)* articles that report findings based on NPOs in Europe – 8 articles based in the UK, 2 in German and 1 in Spain. Majority of articles *(53)* were based on NPOs operating in North America, particularly the United States of America (46 articles), Canada (3 articles) and Haiti (4 articles). Lastly, *one* article reports findings based on NPOs in South America, specifically Colombia.

Social Media Platforms Studied

In Figure 2, we summarise the most popular and most studied social media platforms. Facebook is the most studied (55 articles), followed by Twitter (54 articles) and YouTube (24 articles). It is not surprising that Facebook, Twitter, and YouTube are the most studied platforms given that they are the most popular social media used by individuals as well as organizations. Among others, researchers explored platforms such as LinkedIn, Pinterest, Google+ and Weibo used in China.
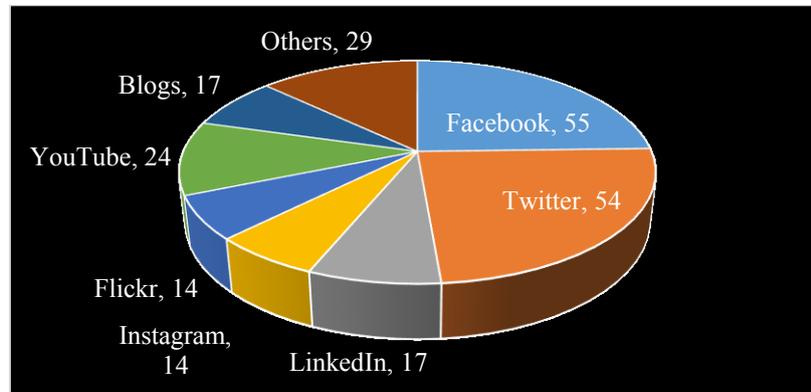
Figure 2: Most Studied Social Media Platforms

Methodological Approaches Used to Study Social Media in Nonprofits

Content analysis is the dominant research method used to study social media use, where 54 articles were based on qualitative and quantitative content analysis content – (see Table 2). The second and third dominant methods were survey and interview, which were used in 16 and 11 studies respectively.

**Table 2: Research methods used among studies**

Research Methods	No. of Articles	Percentage
Qualitative Content Analysis	27	26.2%
Quantitative Content Analysis	27	26.2%
Survey	16	15.5%
Interviews	11	10.7%
Discourse Analysis	3	2.9%
Participant Observation	3	2.9%
Focus Group Discussion	2	2.4%
Social Network Analysis	5	4.9%
Document Review	3	2.9%
General Review	6	5.8%

Findings and Discussion

Social Media Functions in Nonprofits

From a review of eighty-four articles, we derived seven social media functions for nonprofits. The descriptive output in Figure 3 indicates the common social media functions identified in the literature, beyond those indicated by Lovejoy and Saxton (2012). These statistics indicate that 33.3% report that NPOs use social media for connection and relationships, 77.4% indicate use for information exchange, 29.8% indicate use for conversation and interaction, 27.4% indicate use for co-creation and innovation, 47.6% indicate use for community building, 53.6% indicate use for collective action, and 34.5% indicate use for reputation and legitimacy. It is therefore visible that NPOs mainly use social media for

communication and information followed by collective action. The least function reported in the literature is co-creation and innovation followed by conversation and interaction.
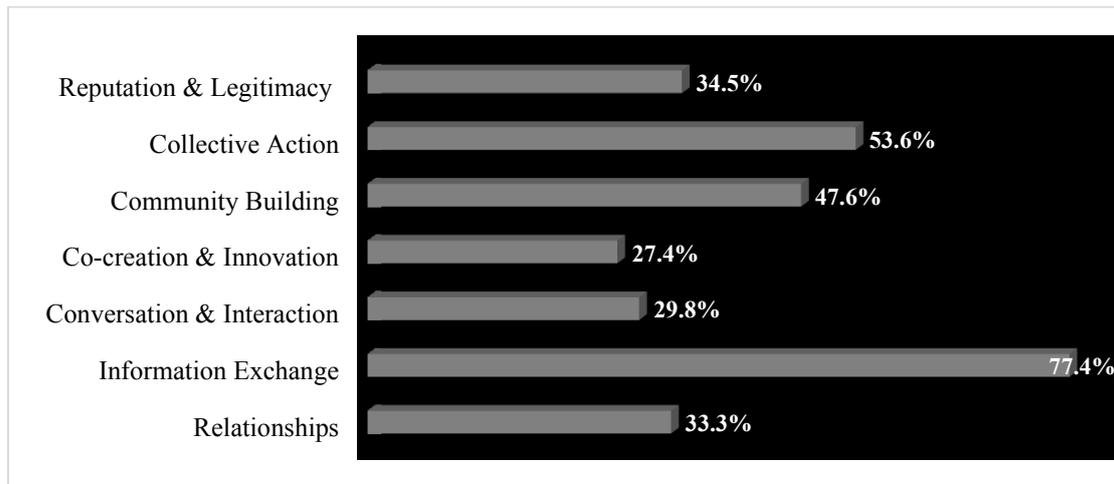
Figure 3: Social Media Functions for Nonprofits

Managing and Maintaining Organisation-Public Relationships. NPOs use social media to connect to the community, which consequently results in some form of social or information based organisation-public relationship (OPR), which could differ in nature, c.f. (Hung 2005). About 33.3% of articles found that nonprofits use social media to connect and relate to specific audiences, identify key stakeholders and influencers, recruiting volunteers, etc.

Table 3. Social Media Function 1 - Relationships

Social Media Function 1	Enabling Social Media Activities	Representative Sources (2015-2018)
Managing & maintaining Relationships	Building, strengthening or managing relationships; connecting to fans and followers; connecting to specific audiences; identifying key stakeholders and influencers; friending; networking	(Adjei et al. 2016; Brengarth and Mujkic 2016; Cottrill et al. 2017; Lai et al. 2017; Madden et al. 2016; Naraine and Parent 2016; Raman 2016; Wilde et al. 2017; Wyllie et al. 2016)

Information Exchange. Content creation and information dissemination is the most popular social media function for nonprofits reported in the existing literature. Nonprofits seek to share information about their services to a wider audience. They also seek to generate information from the community about services and community needs. To exchange information, nonprofits engage in activities such as posting, messaging, broadcasting, raising awareness, public education, ads, and promotions.

Table 4. Social Media Function 2 - Information Exchange

Social Media Function 2	Enabling Social Media Activities	Representative Sources (2015-2018)
Information Exchange	Information sharing and dissemination; Messaging; broadcasting; raising awareness; public education; ads and promotions	(Adjei et al. 2016; Anagnostopoulos et al. 2017; Bellucci and Manetti 2017; Brengarth and Mujkic 2016; Bürger 2015; Cottrill et al. 2017; Davis et al. 2016; Feng et al. 2017; Gálvez-Rodríguez et al. 2016; Guidry et al. 2017; Guo and Saxton 2018; Huang et al. 2016; Ihm 2015; Lai et al. 2017; Leggett 2017; Li et al. 2018; Madden et al. 2016; Pegoraro et al.

		2017; Raman 2016; Saxton et al. 2015; Wilde et al. 2017; Young 2017; Zhou and Pan 2016)

Conversation and Interaction. Conversation and social interaction promote sociability of the organization. Ensuring that the organization is sociable enables it to build an enduring connection to the community and build productive relationships (Ellison and Boyd 2013). To socialize on social media, the organization focus on connecting to a wider audience, initiating and engaging in conversation (Ang 2011). The organization's sociability on social media, i.e., its level of conversation and extent of social interaction, is measured by aspects like - the number of followers, number of comments/messages, number of on-topic messages, breadth of messages, among others (Preece 2001). Given the limited conversion and interaction between nonprofits and the community on social media (Anagnostopoulos et al. 2017; Thackeray et al. 2012) and the inability to manage conversations and change of conversation (Madden et al. 2016), nonprofits should work towards instrumental socializing, which can lead to greater benefits such as building productive relationships and functional online communities (Jarrahi and Sawyer 2013).

Table 5. Social Media Function 3 – Conversation & Interaction

Social Media Function 3	Enabling Social Media Activities	Representative Sources (2015-2018)
Conversation & Interaction	Socialisation, Dialogue (interactive communication); Messaging; encouraging participation; building rapport; personalizing responses; discussion	(Bellucci and Manetti 2017; Cottrill et al. 2017; Feng et al. 2017; Gálvez-Rodríguez et al. 2016; Guidry et al. 2017; Guo and Saxton 2018; Ihm 2015; Leggett 2017; Li et al. 2018; Nolan 2015; Saxton et al. 2015; Sorensen et al. 2017)

Co-creation & Innovation. Service providers in any sector and service consumers as members of a given community not only interact but co-produce services through regular and enduring relationships (Bovaird and Loeffler 2012). Engagement with communities or social networks organically enables to co-creation and co-production, but this is rarely noticed (Bovaird and Loeffler 2012; Namisango and Kang 2018) – in both practice and research. When service organizations establish communities to engage with service users, then the users are critical success factors, thinking people, resources, asset holders, and legitimators who can engage in collaborative relationships leading to co-production. Co-creation is a process leading to open innovation as is crowdsourcing and user innovation (Aitamurto et al. 2011). Co-creation is the active engagement of two or more actors who collaborate and integrate resources for improved products or services (Frow et al. 2011). Innovation, on the other hand, is "production or adoption, assimilation, and exploitation of a value-added novelty in economic and social spheres; renewal and enlargement of products, services, and markets; development of new methods of production; and the establishment of new management systems. It is both a process and an outcome" (Crossan and Apaydin 2010, p. 1155). Co-creation and innovation constitute different forms such as co-ideation, co-valuation, co-design, co-launch, co-testing, co-production and knowledge co-creation (Namisango and Kang 2017; Namisango and Kang 2018; Oertzen et al. 2018). Core activities enabling co-creation and innovation in nonprofit services are presented in Table 6 below.

Table 6. Social Media Function 4 - Co-creation & Innovation

Social Media Function 4	Enabling Social Media Activities	Representative Sources (2015-2018)
Co-creation & Innovation	Engaging donors; building information communities; logical reasoning; seeking information for enhanced decisions ; donation, fundraising and charity appeals; influencing policy and legislation; enabling organisation assimilation learning; solution-based messaging; knowledge sharing and reuse; knowledge co-creation; crowdsourcing;	(Davis et al. 2016; Guidry et al. 2017; Lai et al. 2017; Madden et al. 2016; Peng 2017; Saxton et al. 2015; Sorensen et al. 2017)

	enhance co-operation; co-developing; value co-creation; harnessing ideas and opinion; sharing experiences and storytelling; gathering feedback on service quality	

Community Building. Nonprofits continuously seek to interact and build a community of supporters "fans" through social media (Bürger 2015; Rathi et al. 2016). Interacting with the community involves maintaining on-going interactions, widening their reach and attract new audiences to engage with the organization (Rathi et al. 2016). Social media platforms such as Twitter enable NPOs "to strategically engage their stakeholders via dialogic and community-building practices than they have been with traditional websites' (Lovejoy and Saxton 2012, p. 337). Social media enables NPOs to increase their presence (Gálvez-Rodriguez et al. 2014), meet people (Mergel 2013) and organize volunteer groups or support groups (Young 2017). Table 7 below, presents some social media practices for community building.

Table 7. Social Media Function 5 - Community Building

Social Media Function 5	Enabling Social Media Activities	Representative Sources (2015-2018)
Community Building	Creating groups; emotional support and comfort; emphasizing identity; building information communities; thanking fans; fostering participatory culture; fostering a sense of community or belonging; social facilitation; empowerment; inspiration; recognizing community contributions; fostering bonds of reciprocity; tapping into key stakeholders and influencers; offering advice	(Anagnostopoulos et al. 2017; Brengarth and Mujkic 2016; Bürger 2015; Davis et al. 2016; Guidry et al. 2017; Huang et al. 2016; Ihm 2015; Li et al. 2018; Maiorescu 2015; Nolan 2015; Peng 2017; Raman 2016; Rodriguez 2016; Wyllie et al. 2016; Young 2017; Zhou and Pan 2016)

Collective Action. Social media offers a collaborative space for collective effort to offer nonprofit services. Collective action occurs when the organization calls the community to participate and support its service initiative. Nonprofits can use social media to call for action (Anagnostopoulos et al. 2017; Huang et al. 2016). Such action includes organizing events, donation and fundraising appeals, enrolment of volunteers and advocacy and activism programs. Community building through social media is another avenue to collective action (Zhou and Pan 2016). An organization will also foster collective action by using social media to tap into three key users – advocates, supporters and amplifiers (Vaast et al. 2017) also known as generators, transmitters, and diffusors, respectively (Zheng and Yu 2016). Supporters are early followers who spearhead the call for collective action. Amplifiers create enduring momentum for collaboration and collective action. The advocates use social media by making posts or tweets, creating events or use the call for action feature. The supporters use hashtags, share, and retweet. The amplifiers will proliferate the call for action by continuously sharing and liking until the call spans through to the network.

Table 8. Social Media Function 6 - Collective Action

Social Media Function 6	Enabling Social Media Activities	Representative Sources (2015-2018)
Collective Action	Mobilizing people for public events; collaboration; advocacy and lobbying; persuading people towards action; activism; fostering participatory culture; organizing volunteers and capacity building; donation, fundraising and charity	(Adjei et al. 2016; Anagnostopoulos et al. 2017; Bellucci and Manetti 2017; Brengarth and Mujkic 2016; Bürger 2015; Cottrill et al. 2017; Guo and Saxton 2018; Huang et al. 2016; Lai et al. 2017; Leggett 2017; Li et al. 2018; Madden et al. 2016; Peng 2017;

	appeals; involving the public in organization's activities; influencing policy and legislation; adding momentum	Rodriguez 2016; Saxton et al. 2015; Sorensen et al. 2017; Wilde et al. 2017; Zhou and Pan 2016)

Reputation and Legitimacy. Corporate reputation is the beliefs and evaluations received and held by stakeholders about the organization, regarding something (Dowling 2016a; Dowling 2016b). Corporate image (both functional and emotional image) shape organizational reputation (de Leaniz and del Bosque Rodríguez 2016). It is depicted through prominence, distinctiveness, and favorability within a community (Lange et al. 2011). Organizational legitimacy is "a generalized perception or assumption that the actions of an entity are desirable, or appropriate within some socially constructed system of norms, values, beliefs, and definitions" (Suchman 1995, p. 574). It involves evaluative concerns (i.e., organizations being understandable) and cognitive concerns (i.e., organizations being desirable). Nonprofits build and maintain legitimacy through activities such as enhancing organizational visibility, ensuring transparency and accountability for actions, and managing information disclosure (Long 2016).

Table 9: Social Media Function 7 –Reputation and Legitimacy

Social Media Function 7	Enabling Social Media Activities	Representative Sources (2015-2018)
Reputation & Legitimacy	Enhance transparency; accountability for action; public education about organization mission and objectives; disclosure; credibility; visibility; identity management; executive branding; create a good image; communicating organizational values	(Bellucci and Manetti 2017; Feng et al. 2017; Long 2016; Madden et al. 2016; Naraine and Parent 2016; Nolan 2015; Pegoraro et al. 2017; Young 2017)

Enablers and Inhibitors of Social Media Activity in Nonprofits

We explored the enablers and inhibitors of social media use in nonprofits. Enablers refer to factors that promote the strategic and productive use of social media among nonprofits. Inhibitors refer to factors that constrain the strategic and productive use of social media among nonprofits. It is noticeable that a great deal of literature concentrates on functions of social media while largely ignoring enablers and inhibitors of productive social media activity. While 81 articles examined the functions of social media, 17 and 28 articles examined enablers and inhibitors of social media use in nonprofits, respectively. Tables 11 and 12 provide a list of enablers and inhibitors of social media use, respectively, as indicated in the articles reviewed. We found that adopting an appropriate communication style concerning the direction of communication, social media post content, and social media tone are vital drivers to productive use of social media. Additionally, visibility in mainstream media and the organization's relationship and interaction capabilities are key enablers.

Table 10. Enablers of Social Media Use among Nonprofits

Enablers of Social Media Use among Nonprofits		Representative Sources (2010-2018)
Organization related	• Social media policy and strategy • Organizational capabilities and resources, such as budget allocation • Management support, leadership, and governance • Organization type, size, and age • Employee experience in social media communication	(Adjei et al. 2016; Gálvez-Rodriguez et al. 2014; Gálvez-Rodríguez et al. 2016; Nah and Saxton 2012; Zerfass and Schramm 2014)
Relational	• Nature of engagement activities on social media, e.g., advocacy vis a vis fundraising	(Farrow and Yuan 2011; Gálvez-Rodriguez et al.

	• Characteristics of the organization's social media network, e.g., community size and tie strength • Communication style, particularly tone and language used in posts • Relationship management abilities	2014; Gálvez-Rodríguez et al. 2016)
Environment related	• Environmental pressure and social influence • Organizational visibility in mainstream media • Market segment or community orientation, i.e., community focus	(Curtis et al. 2010; Nah and Saxton 2012; Yang and Kent 2014; Zerfass and Schramm 2014)
Technology related	• Running an organizational website • Perceived usefulness of social media • Effort expectancy, performance expectancy, and self-efficacy • Attitude and behavioural intention toward social media	(Adjei et al. 2016; Curtis et al. 2010; Raman 2016; Zorn et al. 2013)

In Table 12, we represent the inhibitors of social media use among nonprofits. We found that one-way communication, as opposed to two-way dialogic communication, is the most common inhibitor of productive use of social media in nonprofits. A one-way communication approach limits community interaction, engagement, and collaboration. Adopting one-size fits all greatly limits the opportunity to harness the advantages of social media interaction for the organization.

Table 11. Inhibitors of Social Media Use in Nonprofits

Inhibitors of Social Media Activity among nonprofits		**Representative Sources (2010-2018)**
Organization related	• Focusing on one-way communication • Lack of organization social media policy communication strategy and implementation plan • Lack of long term vision for social media activities • Applying a one-size fits all approach • Limited resources and time commitments to social media activities • Unclear social media benefits and ways to commercialization • Lack of a measure of social media performance	(Campbell et al. 2014; McCarthy et al. 2014; Naraine and Parent 2016; Neiger et al. 2013)
Relational	• Lack of network awareness • Failure to listen to the social media audience • Failure to connect with the community • Lack of consistent power users • Difficulties in managing social media conversation, e.g., dealing with the change of conversation • Minimal interaction, short-lived dialogue and abandoning social media page	(Anagnostopoulos et al. 2017; Bürger 2015; Davis et al. 2016; Madden et al. 2016; Naraine and Parent 2016; Wyllie et al. 2016)
Technology related	• Perceived irrelevance of social media, i.e., narrow view of the value of social media • Lack of knowledge and experience in social media • The unpredictable social media environment • Information inaccuracy and information overload • Distrust in social media • Fear of a legitimacy and organization image crisis • Privacy & security concerns about social media	(Guidry et al. 2017; Madden et al. 2016; Ventola 2014; Yates and Paquette 2011)

Conclusion and Directions for Future Research

The existing body of literature on social media in nonprofits indicates the extent of social media use among these organizations. In this paper, we have presented a review of functions, enablers, and inhibitors of social media among nonprofits.

While nonprofits may mainly seem to use social media for information sharing, community creation, and collective action, it is visible that other collaborative activities such as co-creation and user innovation also occur although few studies explored these functions. Nonprofits use social media for about seven (7) functions, which include building and maintaining relationships, information exchange, conversation and interaction with target communities, service co-creation and innovation, community building, collective action, and building reputation and legitimacy. Besides the above functions, we found several organizational, relational, environmental and technology related enablers and inhibitors of social media use in nonprofits. For instance, to achieve the above functions, the organization's social media policy and communication strategy are crucial. Organizations ought to carefully formulate and implement a social media policy and strategy that fits well with different audiences. Failure to articulate social media outcomes constrains social media activities of an organization. On the other hand, the one-way communication approach used among many nonprofits is a key inhibitor to active or ongoing interaction of social media. It constrains the organization's ability to engage stakeholders in the development and delivery of services because it suffocates community involvement, participation, and engagement. It limits dialogue, negotiation, collaboration, and restricts the organization from fostering common interest and goals with the community.

Much as the above literature offers fruitful insight on social media in nonprofits, we note some deficiencies in this body of literature. First, the majority of the studies are exploratory, there is lack of evidence and explanation on the prevalence of social media functions, enablers and inhibitors among nonprofits. Secondly, social media is a collaborative space through which nonprofits involve, engage and attract their target community to participate in nonprofit services through resource integration, recognition, and support. However, there is limited exploration of the collective efforts towards service co-creation and value co-creation. Lastly, besides indicating the enablers and inhibitors of social media use in nonprofits, studies have not provided a guideline on the measures of social media performance, effective social media strategy and practices that fit well with the activities and core values of nonprofits organizations. Generally, it is important to develop guidelines and measures to achieving social media functions such as those indicated in this paper. For instance, how would a nonprofit organization define and measure social media based relationships, community, or service co-creation and innovation on social media? On the other hand, it would be useful to highlight the short, medium and long-term outcomes of organisation-community interaction on social media?

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