An exploration of the integration of social media with organisational communication in a non-profit organisation: A case study of People Opposing Women Abuse (POWA)

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MOUNA FANCY COX

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SUPERVISOR: Mr Gibson Chauke

CO-SUPERVISOR: Dr Janette Hanekom

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DECLARATION

Name: **MOUNA FANCY COX**

Student number: 51831805

Degree: **MASTER OF ARTS IN COMMUNICATION**

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Mouna Cox   **November 2022**

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ABSTRACT

In offering a platform for dialogue, social media has transformed one-way organisational communication with stakeholders into interactive communication. A review of the literature reveals that there is scant evidence concerning social media integration with organisational communication in non-profit organisations. The study sought to fill this gap by exploring this integration and proposing a framework for social media integration with organisational communication in a non-profit organisation. The proposed framework has the potential to be beneficial for non-profit organisations, as it can be used as a guideline for integrating social media with organisational communication. It can also be used as a yardstick to establish whether non-profit organisations have achieved their objectives of integrating social media with organisational communication.

A single case study approach through semi-structured interviews, focus group interviews and secondary data sources was used to collect data at People Opposing Women Abuse (POWA). The case study approach allowed the exploration of the integration of social media with organisational communication and revealed insights that could encourage non-profit organisations to adopt this approach to integration. Findings revealed that communication through cross media planning enables non-profit organisations to communicate consistent messages to stakeholders. In addition to that, evidence suggests that when organisational communication is integrated with social media, POWA is able to communicate consistent messages across the organisation.

Key Terms: Organisational communication, Communication integration, Integrated organisational communication, Communication strategy, Social media, Social media theories, Social media integration, Non-profit organisation, Women abuse, POWA

OPSOMMING

Omrede dit 'n platform vir dialoog bied, het sosiale media maatskappye se eenrigtingkommunikasie met hulle belanghebbendes in interaktiewe kommunikasie omskep. In die literatuur is tekens dat sosiale media met die kommunikasie van maatskappye sonder winsoogmerk geïntegreer is, besonder skraps. Die studie het hierdie leemte probeer aanvul deur sodanige integrasie te ondersoek en 'n raamwerk vir die integrasie van sosiale media met die kommunikasie van maatskappye sonder winsoogmerk voorgestel. Omdat dit 'n riglyn kan wees vir die integrasie van die sosiale media met hulle kommunikasie, kan maatskappye sonder winsoogmerk hierby baat vind. Hierbenewens kan die raamwerk dien as 'n maatstaf waarvolgens maatskappye sonder winsoogmerk kan vasstel of hulle doelwitte vir die integrasie van die sosiale media met hulle eie kommunikasie verwesenlik is.

Die benadering van 'n enkele gevallestudie is gevolg en data is met behulp van halfgestruktureerde onderhoude, fokusgroeponderhoude en sekondêre bronne by People Opposing Women Abuse (POWA) ingesamel. Sodanige gevallestudiebenadering het die verkenning van die integrasie van die sosiale media met maatskappykommunikasie moontlik gemaak. Die insigte wat hieruit verkry is, kan maatskappye sonder winsoogmerk aanspoor om dieselfde integrasiebenadering te volg. Daar is bevind dat maatskappye sonder winsoogmerk deur kruismediabeplanning konsekwente boodskappe aan hulle belanghebbendes kan stuur. Afgesien hiervan is bevind dat indien POWA se maatskappykommunikasie met sosiale media geïntegreer word, sy boodskappe dwarsdeur die maatskappy konsekwent is.

Sleutelbegrippe: Maatskappykommunikasie, Kommunikasie-integrasie, Geïntegreerde maatskappykommunikasie, Kommunikasiestrategie, Sosiale media, Sosialemediateorieë, Sosialemedia-integrasie, Maatskappy sonder winsoogmerk, Vrouemishandeling, POWA

KAKARETSO

Social media e fetotse puisano e le 'ngoe ea mokhatlo le ba amehang ho buisana ka puisano e kopanetsoeng ka ho fana ka sethala sa puisano. Ho ipapisitsoe le lingoliloeng tse hlahlojoang, ho na le bopaki bo hlakileng mabapi le kopanyo ea social media le puisano ea mokhatlo mekhatlong e sa etseng phaello. Phuputso ena e ile ea bua ka lekhalo lena ka ho hlahloba kopanyo ena le ho sisinya moralo oa ho kopanya social media le puisano ea mokhatlo o sa etseng phaello. Moralo o reriloeng o molemo bakeng sa mekhatlo e seng phaello kaha e ka sebelisoa e le tataiso ea ho kopanya social media le puisano ea mokhatlo. E ka boela ea sebelisoa e le sebaka sa marang-rang ho theha hore na mekhatlo e sa etseng phaello e fihletse sepheo sa bona sa ho kopanya social media le puisano ea mokhatlo.

Mokhoa o le mong oa thuto ea linyeoe ka lipuisano tse hlophisitsoeng ka li-semi-structured, lipuisano tsa lihlopha tsa ho tsepamisa maikutlo le mehloli ea bobeli ea data e ne e sebelisetsoa ho bokella lintlha ho People Opposing Women Abuse (POWA). Mokhoa oa ho ithuta linyeoe o lumelletse ho hlahloba ho kopanya social media ka puisano ea mekhatlo le ho senola leseli le ka khothalletsang mekhatlo e sa etseng phaello ho amohela mokhoa ona oa ho kopanya.

Liphetho li senotse hore thomelo ae melaetsa e thswanang e nolofalletsa mekhatlo e sa etseng phaello ho romella melaetsa e lumellanang le bankakarolo. Ho phaella moo, bopaki bo bontša hore ha puisano ea mokhatlo o kopantsoe le social-media, POWA e ka romella melaetsa e lumellanang ho pholletsa le mokhatlo.

Mantsoe a Bohlokoa:

Puisano, Kopanyo ea puisano, Puisano e kopaneng ea mekhatlo, Leano la puisano, Social media, Likhopolo-taba tsa social media, Kopanyo ea social media, Mokhatlo o sa etseng phaello, Tlhekefetso ea basali le POWA.

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LIST OF ACRONYMS AND ABBREVIATIONS

EJO	European Journalism Observatory
GBV	Gender Base Violence
IMC	Integrated Marketing Communication
IMS	Information Management System
POWA	People Opposing Women Abuse
QDA	Qualitative Data Analysis
USA	United States of America

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CHAPTER ONE: ORIENTATION AND RATIONALE FOR THE STUDY

1.1 Introduction

Social media has transformed the way organisations interact with internal and external stakeholders by presenting a platform to provide feedback, which in the past was not possible (Milde & Yawson 2017:20). Although non-profit organisations have been slow in integrating social media in their communications, they are beginning to notice the significance of integration and the benefits such integration brings that are already being enjoyed by for profit organisations (Appleby 2016). This is confirmed by Badea (2014:72) who states that social media is increasingly being used as a communication medium by various non-profit organisations. Social media's online communities carry a strong and influential voice, studies show that there is much to be gained from engaging directly with stakeholders through these channels (Badea 2014:72).

According to Corstjens and Umblijs (2012:434), in many cases non-profit organisations have considered the use of social media when they have a complete understanding of its function or the harmful effects that might emerge from its use (Corstjens & Umblijs 2012:434). There is potential for non-profit organisations to damage their brand and reputation if they adopt social media without proper knowledge of how to appropriately manage their social media interaction with stakeholders (Lovejoy & Saxton 2012).

In addition, failure to properly manage social media interactions can result in low levels of engagement with stakeholders, which means that non-profit organisations might not be able to manage their communications effectively, thereby affecting their ability to perform their functions (Corstjens & Umblijs 2012:434). This study seeks to explore the integration of social media at People Opposing Women Abuse (POWA), by introducing social media, the organisation will be able to create an online community to give it wider reach when communicating its vision and mission.

The objective is to propose a framework for integrating social media with organisational communication which can potentially benefit any non-profit organisation. In this chapter, the background to the study is presented with the

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purpose of providing a context, motivation and theoretical basis for the research. This is followed by an outline of research objectives which provides an insight to the problem that the study aims to resolve. In addition, direction and scope of the research will be given through research questions that will be outlined. Followed by a discussion on the significance of the study and its limitations. Furthermore, the research methodology is discussed to understand the research philosophy that informed the study, the strategy adopted, design and methods used to collect and analyse data. Finally, an outline of the chapters is provided to assist in understanding the structure and focus of each chapter. The chapter commences with a discussion on the background of the research.

1.2 Background of the research problem

The importance of internal and external organisational communication is widely acknowledged, which explains the continuous growth in the body of knowledge related to organisational communication (Langer 2014:1). The focal point of organisational communication in the past was on interpreting the way in which communication varies in different organisations, the focus has now shifted to social media and its impact on organisational communication processes (Langer 2014:1). As a result, social media has been adopted by organisations as a tool that can be used to enhance communication in the organisation (Leonardi, Hysaman & Steinfield 2013). The purpose of this study therefore is to explore the integration of social media in organisational communications at POWA and propose a framework to demonstrate how this integration can be achieved.

Based on reviewed literature, there is limited research on how non-profit organisations can integrate social media with organisational communication. The most relevant study was conducted by Stockhausen (2014) on a non-profit public relations practitioner's adoption of social media as a communication tool.

Results of that study show that there is potential for non-profit organisations to benefit from low-cost communication tools such as social media because these organisations are often financially constrained (Stockhausen 2014). From this study there is evidence that the use of social media for internal organisational communication has not been explored fully, the use of social media for external organisational

communication is limited to public relations (Curtis, Edwards, Fraser, Gudelsky, Holmquist, Thornton & Sweetser 2010).

Research conducted by Appleby (2016) depicted that non-profit organisations still lag behind and have not explored the benefit of using social media as strategic tool. This is attributable to a lack of 'know-how' or staff competence in interacting with online communities (Lovejoy & Saxton 2012). This highlights the slow pace of the adoption of social media by non-profit organisations (Appleby 2016). It is important to note that non-profit organisational communication is not driven by the need to constantly engage consumers to maximise profits, unlike for-profit organisations, which explains the slow pace of adoption (Lovejoy & Saxton 2012). It is for this reason that the researcher seeks to explore the integration of social media with organisational communication with the aim to gain insights that could benefit non-profit organisations.

The case study for this research is POWA, an organisation based in Johannesburg. POWA is a non-profit organisation that advocates for women equality. POWA's vision is to ensure a "safe and equal society intolerant of all forms of violence against women and girls in all diversity" (POWA 2021). The researcher finds it fitting to use an organisation that strives for change in the lives of women given the heightened femicide and gender violence in South Africa (POWA 2021).

This study therefore seeks to address a gap in the limited literature available on the use of social media for both internal and external organisational communication in non-profit organisations. This is done by exploring the integration of social media with organisational communication for a non-profit organisation with more emphasis placed on external communication, that is communication with stakeholders, donors and volunteers. Ultimately, the study seeks to propose a framework for integration of social media with organisational communication.

1.3 Research problem

A research problem is a statement of an issue that merits scientific research, which is used to formulate a research project by outlining the issue that warrants the need for investigation or research (Walliman 2011:366).

The purpose of this qualitative cross-sectional study is to explore and describe social media integration with organisational communication and develop a framework for social media integration at POWA.

1.4 Research objectives

Research objectives can be defined as "a translation of the aim into operational statements and tells the reader how the overall research aim will be realised or achieved" (Abdulai & Owusu-Ansah 2014:22). Research objectives can be exploratory or descriptive. According to Abdulai and Owusu-Ansah (2014:22), exploratory objectives explore areas of research that have not been explored previously with the aim of providing insight and understanding of the problem for more precise investigation. It focuses on ideas and thoughts. Descriptive objectives, on the other hand aim to detail the characteristics of a concept of the relationship between variables (Abdulai & Owusu-Ansah 2014:22).

The main research objective for this study is to explore and describe how social media can be integrated with organisational communication in a non-profit organisation.

To achieve the above, the following sub-research objectives have been developed:

1 To explore how a cross media planning and message consistency could be integrated by POWA for internal and external organisational communication.
2 To explore the database-centric approach that POWA can use to ensure organisational communication consistency and integration across social media platforms.
3 To describe what role a communication strategy plays in the integration of social media with organisational communication at POWA.
4 To describe the criteria required for the integration of social media with organisational communication at POWA.
5 To explore how proposed criteria for the integration of social media with organisational communication can be refined to propose a framework for social media integration at POWA.

1.5 Research questions

A research question can be defined as, "a theoretical question that indicates a clear direction and scope of a research project" (Walliman 2011:366). The main research question for this study is:

How can social media be integrated with internal and external organisational communication of a non-profit organisation?

To address the above main research question, the study attempts to answer the following five research questions:

1. How can POWA integrate cross media planning and message consistency for internal and external organisational communication?
2. What database-centric approach can POWA use to ensure organisational communication consistency and integration across social media platforms?
3. What role does a communication strategy play in the integration of social media with organisational communication at POWA?
4. What are the criteria for integration of social media with organisational communication at POWA?
5. How can criteria for social media integration with organisational communication be refined to propose a framework for social media integration at POWA?

1.6 Literature review: The key theoretical concepts of the study

The main theoretical constructs of this study are organisational communication, integrated organisational communication, non-profit organisation and social media as discussed below.

1.6.1 Organisational communication

Communication science is about how verbal and non-verbal human communication is created, transmitted or received (Chan & Lee 2017). This study explores organisational communication and integrated organisational communication, which delves into different models for integrated organisational communication as well as Ehlers' (2002) model for structuring integrated communication.

Miller (2011:1) describes organisational communication as a tool that is used for sharing experiences and values, together with transmission of meaning and understanding.

1.6.2 Integrated organisational communication

According to Duhring (2017:52), integrated organisational communication refers to the coordination and aligning of all communications so that the organisation speaks consistently across different audiences and media. However, Angelopulo and Barker (2013:40) describe integrated organisational communication as a cross-functional process for designing and nurturing strategic relationships with stakeholders by the control or influence of the communication to encourage purposeful dialogue. This definition is adopted for this study since it underlines the importance of integration of organisational communication to ensure that stakeholder relationships are sustained.

1.6.3 Non-profit organisation

POWA, a non-profit organisation advocating for stopping violence against women has been selected as the case study for this research. Non-profit organisations are diverse in nature and their boundaries are constantly changing with various definitions proposed (Ahmed 2013; Cornforth 2014). Glavin (2011:6) indicates that a non-profit organisation is essentially a voluntary group that acts for the benefit of others.

According to Sammons (2011), non-profit organisations are characterised by limited resources and are constantly searching for the best and most cost- effective means to communicate with stakeholders. Traditional methods of communication that include rallies, face-to-face events, flyers, radio and television adverts and printed media are very costly, that is why non-profit organisations are turning to digital media.

1.6.4 Social media

Social media platforms have brought about rapid changes in the way people communicate (Katona, Zubcsek & Sarvary 2011). Organisations are beginning to notice that most of their customers are communicating through social media, this realisation has prompted them to explore social media platforms in order to keep up (Katona et al 2011).

Bryer and Zavattaro (2011:327) define social media as technologies that enable social interaction, collaboration and deliberation across stakeholders, Kaplan and Haenlein (2010:60) suggest that social media are "about engaging others in open and active conversation". On the other hand, Kietzmann, Hermkens, McCarthy and Silvestre (2011:243) use seven blocks in a framework to define social media, namely identity, conversation, sharing, presence, relationships, reputation and groups, which will be discussed in Chapter 3, section 3.4 (Key functional blocks of social media).

According to Nielsen (2009), time spent by consumers communicating on social media has been growing at a rate three times more than the rate at which the overall internet was growing. The unprecedented growth of social media, coupled with its increasing popularity inspired this study's focus and topic.

1.7 Significance of the study

When social media is integrated with organisational communication, the organisation will be strategic in the way it engages with its stakeholders in an endeavour to safeguard its brand and reputation (Meredith 2012:133). In the case of non-profit organisations, the productiveness of social media is frequently an outcome of relationships that they build with stakeholders, such as the community volunteers, donors and regulators (Reitz 2012).

Social media, when integrated with organisational communication is useful in the development of healthy relationships with stakeholders, especially if the non-profit organisation is able to manage it appropriately (Corstjens & Umblijs 2012:434). It is unfortunate that sometimes social media, when integrated with organisational communication is not consistently used in a way that benefits the organisation, most organisations are attempting to grasp the intricacies of social media because of its explosive growth (Meredith 2012).

The researcher endeavours to use the findings derived from this study to propose a framework for integration of social media with organisational communication within the context of a non-profit organisation. These findings could have a significant impact on non-profit organisations, especially on how messages are communicated to various stakeholders including employees, volunteers, donors and the community.

This is especially pertinent to POWA because their goal is to ensure that every woman in South Africa has a voice, it is important to raise as much public awareness about femicide affecting the country. This will mean that the organisation could share their vision and mission through social media networks at a relatively low cost while reaching a bigger audience.

1.8 Research methodology

The different elements of the research methodology will be discussed briefly in the next section to provide the reader with an overview of the research methodology used. It covers the research philosophy, strategy, period and data collection methods. The research methodology that was used in the study will be discussed in more detail in Chapter 3.

1.8.1 Research philosophy

According to Baert (2016:110), a research philosophy is a belief of how an observable fact should be investigated and used. Research philosophies can differ on the goals of research and on the best way that might be used to achieve these goals (Goddard & Melville 2014). For this study, the research philosophy that will be followed is that of interpretivism as the researcher wants to understand the organisation and its communication from subjective experiences of the individual employees.

The data collection methods used are face-to-face semi-structured interviews, focus group interviews and secondary data sources.

1.8.2 Research approach

According to Grbich (2013:26), an inductive approach is qualitative in nature. It starts with primary data from the literature review, which includes findings and conclusions from previous studies, which then guides the assumptions and reasoning of the study. A deductive approach on the other hand, is quantitative in nature where the the conclusions drawn follow logically from certain premises. It starts by formulating the hypotheses or assumptions that identifies the constructs, variables and relationships to be measured (Grbich 2013:26).

This means that a deductive approach begins with a general assumption and uses it as a premise to argue and draw a conclusion about the phenomenon being investigated. This study will use an inductive approach as it seeks to answer research questions, which will then allow the researcher to draw general conclusions.

1.8.3 Research method

A qualitative research design will satisfy the objectives of the study as it places a heavy emphasis on subjectivism when it comes to the analysis of data collected through interviews and focus groups (Leedy & Ormrod 2015). Therefore, a single case study, being POWA, will be used in which an assortment of data will be collected from multiple sources through face-to-face semi-structured interviews, focus group interviews and secondary data sources (Yin 2017:120). This implies that the quality of the findings will be enhanced through triangulation (Bryman, Bell, Hirschshon, Dos Santos, Du Toit, Masenge, Van Aardt & Wagner 2016:114).

1.8.4 Research strategy

According to Saunders, Lewis and Thornhill (2016), a research strategy depends on research questions, objectives and other resources available for the study. With this in mind, face-to-face semi-structured interviews, focus group interviews and secondary data sources will be the most feasible strategy for this study since it is associated with an inductive approach. Bryman and Bell (2011) posit that face-to-face semi-structured interviews, focus group interviews and secondary data sources are used in qualitative research, and that they require a representative proportion of the population to be sampled. In this case, the researcher will conduct qualitative content analysis of POWA's internal policy documents collected from social media platforms, internal organisational communication policy, external organisational communication policy, magazine articles and feeds from social media such as Facebook and Twitter, with the aim of getting evidence in connection with the integration of social media with organisational communication.

In addition, face-to-face semi-structured interviews with three participants and one focus group interview with eight participants will be conducted using thematic analysis.

The rationale for the selection of a limited sample of three participants is the unavailability of participants because the study was conducted during the Covid-19 pandemic in South Africa, when the country was in lockdown. Therefore, access to organisations was still limited and most organisations were operating remotely unless they were classified as essential services. POWA was operating on a 30% staff complement at the office, with the rest operating remotely.

1.8.5 Time frame

A cross-sectional study is a type of research design where observable data is collected from many individuals at a single point in time (Allen 2017:315) instead of over a continuous period. This is a cross–sectional study as the data collection is done at a specific period in time. The rationale for choosing this type of study was due to the limited period that the researcher had to complete the project. The initial timeframe set for this study was 24 months, but due to the COVID 19 pandemic in South Africa, the country was in total lockdown for nine months with only essential services operational, the study was then conducted within a period of 36 months, from January 2019 to January 2022.

1.8.6 Data collection method

Primary data is derived from first-hand sources, whilst secondary data is derived from previously published data such as books, journals and articles (Clow & James 2013:64).

This study used both primary data and secondary data. According to Bryman and Bell (2011) and Saunders et al (2016), primary data is used to prove assumptions or hypotheses that were generated using secondary data. In this case, primary data was collected from participants using face-to-face semi-structured interviews, focus group interviews and secondary data from company websites, documents and library sources.

1.9 Limitations of the study

A limitation of this study could be the decision to use a case study, which is focused on one organisation, given that contrasting results might be obtained if the research was conducted in more than one organisation where a comparison of organisations could be made. Regardless of this limitation, the researcher found it reasonable to use a case study method to propose a framework for integration of social media with organisational communication. This means that the researcher was able to investigate social matters in an enclosed organisation for the proposed criteria for social media integration (discussed under section 3.10). Proposed criteria for social media integration will be refined based on the empirical evidence derived from POWA. Moreover, due to the limited period for the completion of the project, a case study became ideal as it is more manageable from a practical viewpoint, it made it possible for the researcher to identify key sources of information and to complete research in a set period (Rule & John 2011:8).

1.10 Chapter outline

The study consists of six chapters as outlined below:

Chapter 1: Orientation and rationale for the study - This provides the research orientation, background of the problem, research questions and objectives formulated, as well as a brief overview of the concepts for the study. This includes the significance of the study and the planned research methodology. This first chapter concludes with a summary and overview of Chapter 1.

Chapter 2: Organisational communication in a non-profit organisation - Chapter 2 reviews, analyses and discusses existing theory on organisational communication and provides evidence from other researchers on the topic.

Chapter 3: Social media in a non-profit organisational communication context - Chapter 3 reviews, analyses and discusses existing theory of social media with the available literature. It discusses findings from other studies on the integration of organisational communication with social media.

Chapter 4: Research Methodology - Chapter 4 provides a detailed discussion and justification of the research methodology and design employed in the study.

Chapter 5: Data analysis and findings - Chapter 5 presents overall findings and interpretation from the data collected from the interviews and qualitative thematic analysis.

Chapter 6: Refining the framework for social media integration with organisational communication - Chapter 6 answers the research questions. In addition, a framework for the integration of social media with organisational communication at POWA is presented. The chapter covers a discussion of how POWA can implement and improve on the proposed criteria that was discussed in Chapter 3. Furthermore, limitations of the study, strengths and recommendations are covered in this chapter, followed by the overall conclusion.

1.11 Summary

This chapter introduced the background and context of the problem that initiated the study at POWA, a non-profit organisation opposing women abuse. The aim of this qualitative study was to explore how social media is integrated with the internal and external organisational communication at POWA and to develop a framework for social media integration with organisational communication. The problem statement underpinning this study was formulated. The primary research question on how social media can be integrated with internal and external organisational communication of a non-profit organisation was discussed, and five additional sub-questions were derived from the main question.

An overview of current literature on the concepts of the study was provided, with a brief description of the research methodology used. Furthermore, limitations of the study were explained, followed by a short description of the content of each chapter in the document. A review of the current available academic literature on the concept of organisational communication and the integration with social media is presented in the next chapter.

CHAPTER TWO: ORGANISATIONAL COMMUNICATION IN A NON-PROFIT ORGANISATION

2.1 Introduction

In this chapter, current literature on organisational communication and the integration with social media are examined. To investigate integration of social media with organisational communication in a non-profit organisation context, it is vital to understand both internal and external organisational communication. Therefore, a detailed review of internal and external organisational communication is provided to give context to the study. As previously explained, this study uses POWA as a case study.

Organisational communication is discussed, where various criteria for communication integration are explored to provide guidance on how social media could be integrated with organisational communication. It is important to examine functions of organisational communication such as public awareness, community engagement, fundraising and advocacy, as these functions are critical to the existence of a non-profit organisation. It is imperative to explore how social media is integrated with communications in non-profit organisations. Theory is vital to contextualise the study and mould it into academic and scholarly format. It is for these reasons that various theories that underpin this study will be explored in this chapter. Hence, this chapter addresses organisational communication and integrated organisational communication, delves into different models of integrated organisational communication, in particular the Ehlers (2002) model for structuring integrated communication, as well as fundamental elements of organisational communication integration. Furthermore, the chapter looks at characteristics of non-profit organisations and the nature of communication in non-profit organisations.

2.2 Organisational communication

Accordig to Chan and Lee (2017) Communication science is about how verbal and non-verbal human communication is created, transmitted and received.

Communication science is an umbrella term for concepts like corporate communication, communication management and organisational communication (Lock, Wonneberger, Verhoeven and Hellsten (2020:1). A better understanding of organisational communication as a key component in the integration of social media with organisational communication in a non-profit organisation will assist in contextualising this study. As such, definitions of organisational communication are provided, coupled with an examination of all elements that constitute it. Eunson (2016:573) indicates that there are various definitions of organisational communication, which highlights the complexity of organisational communication. Miller (2011:1) describes organisational communication as a tool that is used for sharing experiences and values, together with the transmission of meaning and understanding. The organisational communication process has various components, consisting of sender, message, receiver and feedback (Shockley-Zalabek 2015). A sender is the individual that initiates the communication process, whilst a receiver is the individual that the communication is meant for (Eunson 2016:574). The message is what the sender desires the receiver to be acquainted with. The messages incorporate verbal and non-verbal cues deduced from the sender. Feedback is essential for productive organisational communication, given that its absence will likely result in the sender and receiver not being able to attain common understanding regarding the message (Shockley-Zalabek 2015).

Seitan (2017:121) posits that within the broader field of communication, organisational communication is regarded as a goal-oriented undertaking which deals with dialogue to accomplish stated goals and outcomes. Organisational communication is viewed as a discourse devoted to establishing relationships, understanding and to validate debate by means of conversation or dialogue within the public domain (Seitan 2017:121). This is a definition that resonates more with this study as it aligns with the goals of the research, where communication is not about merely exchanging meaning, but also understanding and engaging in dialogue.

Organisational communication enables information about the organisation, its goals and plans to be relayed to internal and external stakeholders (Cacciattolo 2015:6). Carroll and Buchholtz (2015:66) refer to a stakeholder as "an individual or a group that has one or more of the various kinds of stakes in the organisation".

A stake refers to an interest that an individual or a group has in an organisation (Carroll & Buchholtz 2015:65). In this study, employees are the organisation's internal stakeholders who need to be motivated and kept informed in order to enhance job satisfaction (Fussell & Kreuz 2014). POWAs stakeholders such as donors and volunteers can also be motivated through organisational communication when they are kept informed regarding the organisation's activities (Guo & Saxton 2014).

2.2.1 Internal and external organisational communication

Seitan (2017:122) argues that communication can be used for various stakeholders comprising of employees, customers, investors, donors and pressure groups. This study focuses on communication between POWA and all its stakeholders who are both internal and external.

According to Shonubi and Akintaro (2016:1906), internal communication relates to the exchange of information amongst employees within an organisation, or between divisions of the same organisation in order to synchronise organisational resources. This definition is adopted for this study because it assists in understanding internal organisational communications at POWA. Eunson (2016:576) points out that to understand internal communication, it is imperative to understand the direction of the communication flow as shown in Figure 2.1 below. Internal communication flows in different ways, such as vertical, horizontal, downward, upward and diagonal (Cacciattolo 2015:82). Vertical communication relates to the sending and receiving of messages between two individuals on a hierarchy, this could be either upward or downward communication, while horizontal communication is sending and receiving messages between people on the same hierarchical level in an organisation (Cacciattolo 2015:82; Eunson 2016:576).

In addition, downward communication refers to the sending and receiving of messages between two individuals on different hierarchical levels where the sender is more powerful than the receiver (Eunson 2016:576). Upward communication refers to the sending and receiving of messages between two individuals on different hierarchical levels where the sender is less powerful than the receiver (Eunson 2016:576). Diagonal communication relates to sending and receiving of messages between individuals who are on different organisation levels and are not linked directly in the

hierarchy (Cacciattolo 2015:82). Figure 2.1 illustrates the different communication flows in an organisation as adopted from Blazenaite (2011:94).
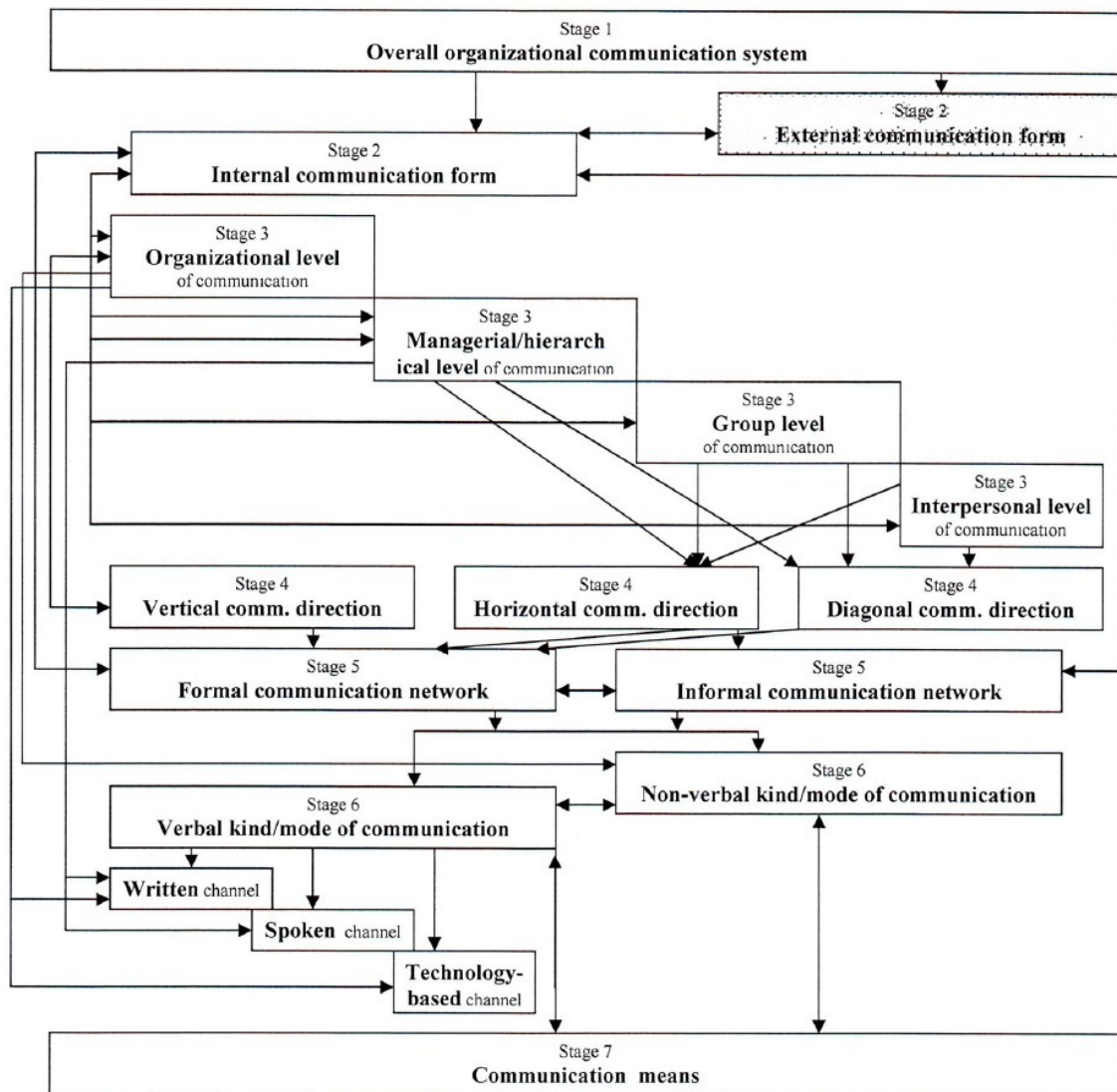
Figure 2.1: Internal and external organisational communication flow
Source: Blazenaite (2011:94)

Figure 2.1 depicts various levels of internal organisational communication consisting of the organisational level, managerial level, group level and interpersonal level. As organisational communication flows in various directions, it carries transmitted information through formal and informal communication networks. The modes of communication in these networks are non-verbal and verbal consisting of written, spoken and technology-based communication such as social media.

Various stages of organisational communication revealed in Figure 2.1 are instrumental in providing an understanding of organisational communication at POWA.

External organisational communication relates to the exchange of information between an organisation and its outside stakeholders (Seitan 2017:121). It is an attempt by the organisation to influence the way external stakeholders behave with regards to the organisation (Blazenaite 2012:87). The definition of external communication adopted for this study is that of Shonubi and Akintaro (2016:1907) as it mirrors the aim of this study when it states that, "external communication has to do with disseminating information and interaction with the immediate environmental elements such as customers, suppliers and creditors".

Seitan (2017:122) states that good business practices often result in good external communication. This means that if an organisation grows and adapts habits of excellence, there would be a desire and need for good communication. External communication aims to enable cooperation with stakeholders which include suppliers, shareholders and investors. This ensures the organisation presents a favourable image to customers and society (Seitan 2017:122). Different channels are available for external communication such as printed or broadcasting media, as well as the internet (Eunson 2016:577). It will be interesting to see how POWA communicates externally through its social media platforms. This study aims to understand how POWA integrates social media with its organisational communication activities. The discussion that follows directs attention to integrated organisational communication.

2.3 Integrated organisational communication

According to Duhring (2017:52), integrated organisational communication refers to the coordination and aligning of all communications so that the organisation speaks consistently across different audiences and media. Coordinating and aligning all communication in an organisation ensures that no conflicting messages are communicated, therefore depicting a unified organisation. This element of a coherent picture of the organisation that is portrayed to stakeholders through organisational communication is going to be depicted through the definition of integrated organisational communication provided forthwith.

Angelopulo and Barker (2013:40) describe integrated organisational communication as, "the cross-functional process for creating and nourishing strategically determined relationships with stakeholders by controlling or influencing all messages sent to those groups and encouraging purposeful dialogue with them". This definition of integrated organisational communication is adopted for the purpose of this study, as it recognises the importance of integration of organisational communication to ensure that stakeholder relationships are created and maintained. Integrated organisational communication attempts to harmonise separate aspects of organisational communication into a cohesive unit, thereby eliminating fragmentation (Angelopulo & Barker 2013:39). The apparent benefit of integrated organisational communication is to enable the organisation to communicate with its internal and external stakeholders continuously, distinctly and consistently (Duhring 2017:56).

Even though integrated organisational communication is construed as the communication of the organisation in an integrated manner, there are different views on how such an ideal is achieved (Duhring 2017:56). For instance, according to Torp (2009:191), integrated organisational communication is regarded as an exhaustive effort to incorporate everything that the organisation communicates and acts on, including stakeholders affected by the organisational communication. In view of the aforementioned, integrated organisational communication can be achieved by integrating the sending and receiving of all its communication (Torp 2009:191).

Integrated organisational communication is a concept that was broadened to incorporate communication tools used by the organisation (Baker 2012:415). Furthermore, it is considered to include internal integration of the organisation's employees and culture coupled with external integration of visual design (Torp 2009:191). It is based on viewpoints illustrated here; integrated organisational communication should be performed internally by the relevant functions as well as externally through the inclusion of stakeholders who are the recipients of communication. This highlights the importance of an integrated approach in organisational communication. This study aims to describe how communication is conducted in POWA. Integrated organisational communication is important in this study as the ultimate goal is to explore its integration with social media.

Therefore, knowing if the organisation currently coordinates and aligns all its communication will assist in ensuring a successful integrated approach. The next subsection pays attention to the discussion of models for integrated organisational communication.

2.3.1 Models for integrated organisational communication

In this section, two models are discussed to show the nature of integrated organisational communication. The first model is the three-dimensional model by Gronstedt (2000), while the second model is a framework for structuring integrated organisational communication by Ehlers (2002). In accordance with Gronstedt (2000:15), the three-dimensional organisational communication integration model relates to the external integration of organisational communication with customers and stakeholders, between frontline employees and senior management communication is vertical and horizontal across departments, business units and geographical boundaries. The model proposed by Gronstedt (2000) is three-dimensional and comprises of three dimensions namely external integration, vertical integration and horizontal integration as shown in Figure 2.2. For the purpose of this study, the three-dimensional integrated communication model is going to inform the criteria for integration of social media with organisational communication as proposed by this study. This model is regarded as relevant to this study in particular as it covers all the facets of organisational communication that are going to be explored for the purpose of exploring how social media is integrated with organisational communication at POWA.

Figure 2.2 below illustrates the three-dimensional model of integrated communication, being external integration, vertical integration and horizontal integration, which shows how organisational communication can be integrated.
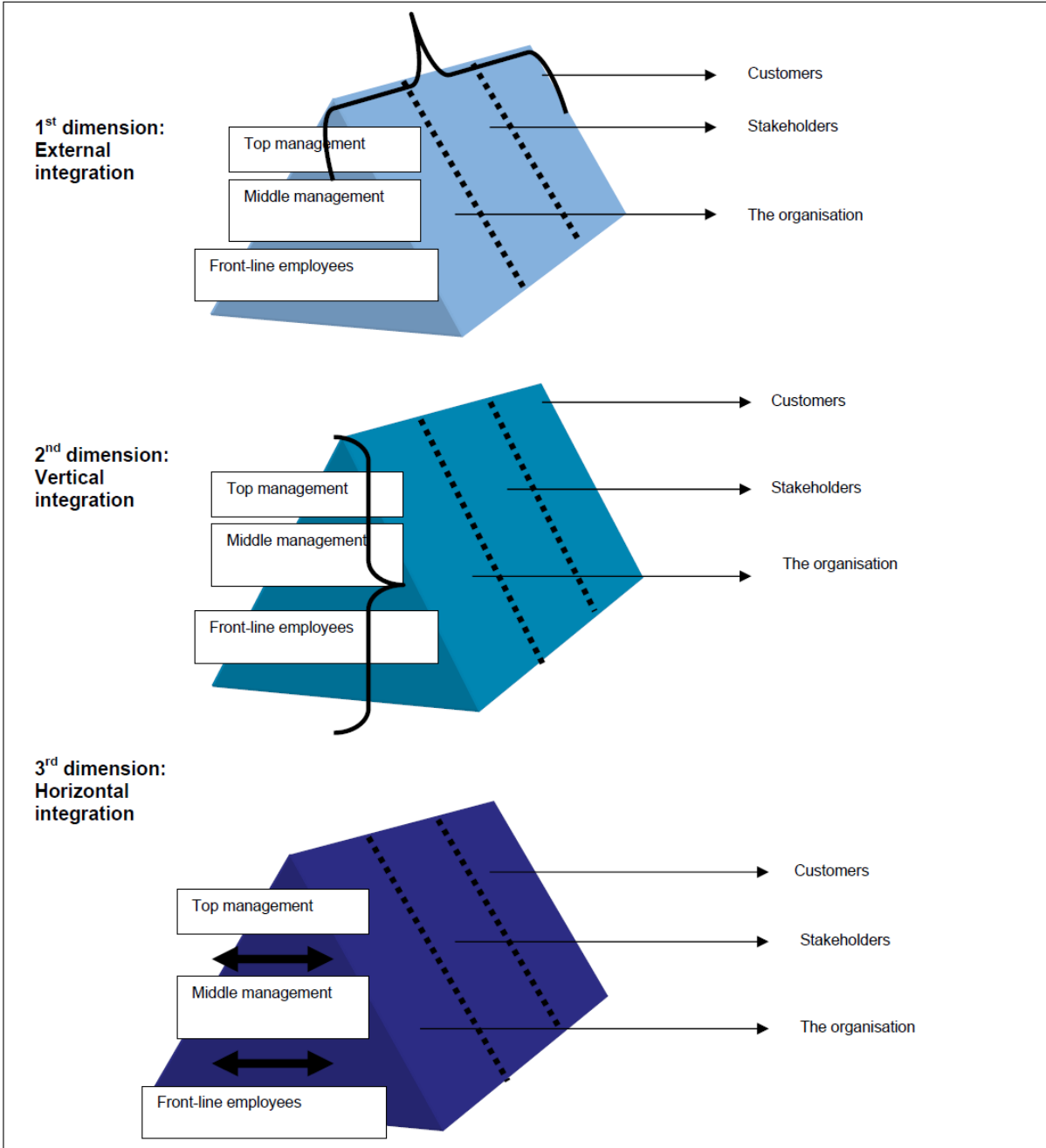
Figure 2.2: Three-dimensional approach to integrated communication
Source: Gronstedt (2000:8)

The next section provides an overview of the different dimensions depicted in the model by Gronstedt (2000) and their importance in organisational communication integration.

2.3.1.1 External integration

External integration of organisational communication relates to the interaction with the organisation's stakeholders, whose importance to the organisation varies, depending on the type of stakeholder (Gronstedt 2000:15). Communication to all stakeholders must be integrated if external organisational communication is to be managed consistently throughout (Niemann-Struweg & Grobler 2007:66). When a certain stakeholder is reached through external integrated organisational communication, it implies that communication would have extended to various stakeholder groups (Gronstedt 2000:15). Everyone within the organisation is involved in the first dimension in communicating with the external stakeholder community (Niemann-Struweg & Grobler 2007:66). To achieve this, frontline employees must be trained, empowered and supported by senior management through a process of integrated vertical communication (Gronstedt 2000:15), which is discussed in the following section. External integration is important to ensure that communication with POWA stakeholders, which are the employees, donors and volunteers is consistent and aligned with the organisation's objectives.

2.3.1.2 Vertical integration

The second dimension of the three-dimensional model involves engaging in two-way, direct and frequent communication between employees and senior management (Gronstedt 2000:21). The management of the organisation is always in touch with front-line employees, and it is through this interaction that stakeholders understand the strategic context of the employee's work (Niemann-Struweg & Grobler 2007:66). The central point of the vertical integrated organisational communication is to ensure that top-down communications is aligned with a clear vision that is developed by means of bottom-up communication, which is a continuous dialogue between employees and senior management (Gronstedt 2000:21).

Senior management constantly communicate the vision and mission of the organisation to lower echelons of the organisation as soon as consensus has been reached regarding it (Niemann-Struweg & Grobler 2007:66).

Vertical integration is important at POWA as it keeps employees motivated if they are consistently kept abreast of any new information that concerns the organisation. The next subsection focuses on the third dimension, which is horizontal integration.

2.3.1.3 Horizontal integration

The third dimension relates to the integration of organisational communication across functions, the business and regions (Gronstedt 2000:21). In an effort to connect knowledge and expertise between work units, departments and throughout the organisation, functional councils and project teams must be established (Niemann-Struweg & Grobler 2007:67). An environment that fosters open communication should be created through discarding 'caste systems', which relates to titles, dress code, corner offices and assignment of parking space (Gronstedt 2000:22). The "*kill the messenger syndrome*" is the predominant barrier to open communication in which valuable internal dialogue is damaged and consequently, the spread of information across all departments, business units and levels (Niemann-Struweg & Grobler 2007:67). Horizontal integration is seen as important in this study as it ensures that different departments at POWA all work together in an integrated manner, thereby eliminating silo working.

The three-dimensional model for integrated organisational communication provides guidance to this study given that it embodies elements of integrated organisational communication. Furthermore, the model guides the study in understanding that organisational communication and social media can be integrated at various levels as explicated by the model. In the next section, the model by Ehlers (2002) for structuring integrated communication is presented.

2.3.2 Ehlers 2002 model for structuring integrated communication

Ehlers (2002:339) suggests a model that organisations can adopt when structuring integrated communication as represented in Figure 2.3 below.
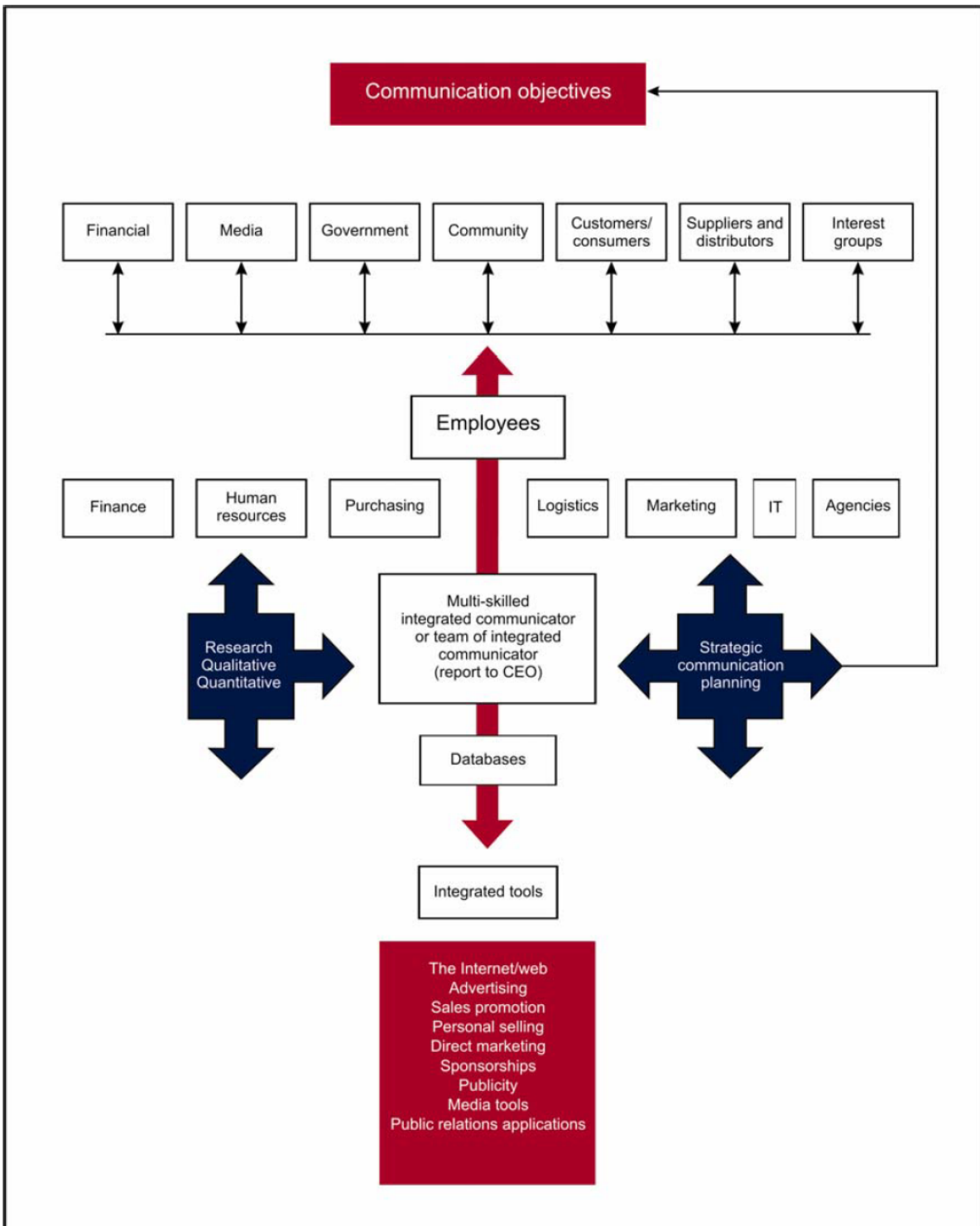
Figure 2.3: Model for structuring integrated communication
Source: Ehlers (2002:339)

In this model, the starting point is the organisation's stakeholders, including employees
(Ehlers 2002:339).

Employees of an organisation form part of different functions within the organisation and are regarded as one of the stakeholder groups (Ehlers 2002:339). Employees have an impact on the organisation's relationship with other stakeholders, implying that the organisation does not operate in isolation (Angelopulo & Barker 2013:372). As employees have an impact on the organisation's interaction with other stakeholders, it means that they must be regarded as a component of the stakeholder orientation (Ehlers 2002:339). Stakeholder orientation refers to the view that the organisation is a grouping of stakeholders, emphasising that the objective of the organisation is to deal with stakeholder interests (Ferrell, Gonzalez-Padron, Hult & Maignan 2010).

There is interdependence amongst stakeholders given that their activity or inactivity has an effect on other stakeholders. Therefore, it is likely that modification in one category of stakeholders will prompt modifications in others (Ehlers 2002:339). In consideration of this, interdependence provides a foundation for integrated communication as a concept by coordinating communication engagements together with the entire network of stakeholders (Ehlers 2002:339). This study will also explore the role of employees as a stakeholder group and the interdependence amongst the stakeholder groups within an organisation.

Ehlers (2002:339) indicates that cross-functional relations must exist among distinctive sections of the organisation in order for authentic integration to be accomplished. There is a reduction of layers and promotion of flexibility in the event that a cross functional team is used to integrate communication in an organisation (Angelopulo & Barker 2013:372). Duncan (2001) argues that a prerequisite for integration of communication is the cross-functionality of processes in the organisation and its existence.

As such, this cross-functionality will be explored at POWA. Cross functionality is vital, given that there is cooperation amongst all sections in the organisation about planning and monitoring of stakeholder relationships and the organisation's brand (Duncan 2001). The responsibility for co-ordinating communication within the organisation must be assigned to the integrator or team of integrators that focus entirely on stakeholders.

This study will attempt to identify and describe the integrator or team of integrators of communication within the context of POWA (Ehlers 2002:340). The organisation's strategic planning process must include integrated communication and the personnel responsible for managing it must be multi-skilled to make an effective contribution to the integration process (Ehlers 2002:340).

Ehlers (2002:340) further suggests that the key component of the integration process is a database. A database is an assembled set of data in a central location that is accessible to all employees and is used to manage communication with the organisation's stakeholders (Angelopulo & Barker 2013:373). A central database makes access, information retrieval and the input of additional information more efficient (Angelopulo & Barker 2013:373).

When using a database, emphasis is placed on other stakeholders instead of customers (Ehlers 2002:340), which makes it suitable for non-profit organisations as customers are replaced with stakeholders, such as volunteers, donors and regulators. This implies that all stakeholders must be integrated into the organisation's operations since they need to provide input into the operations of the organisation (Angelopulo & Barker 2013:373). It is apparent that focus is placed on the entire organisation given that integrated communication is a key component of the management process (Ehlers 2002:340).

Overall, the model by Ehlers (2002:340) is useful in this study as it assists in assessing and understanding the way integrated organisational communication is structured at POWA. Furthermore, the model is essential in that it guides the study in acknowledging the importance of stakeholders, which in the case of POWA are volunteers and donors. These stakeholders according to the model, should be considered in any integrated communication process. With insights drawn from this model, the researcher will be able to propose some recommendations that non-profit organisations such as POWA can incorporate in order to enhance their communication processes. The next section focuses on a detailed discussion of fundamental elements of organisational communication in non-profit organisations.

2.4 Fundamental elements of organisational communication integration

Integration entails the coordination of strategic work to confirm clear, consistent and competitive messages (Angelopulo & Barker 2013:40). This shows that integration in organisations can lead to proper coordination of communications. Some integration approaches dwell on the provision of integrated efforts that aim to increase the value and competitive differentiation (Belch & Belch 2012); others focus on the steadiness of messages via an Integrated Marketing Communication (IMC) approach to ensure benefits that are competitive and effective from integration (Kehinde & Ikioda 2011). Chaihanchanchai and Anantachart (2017:4) define IMC as "a communication for marketing purposes with the integration focusing on marketing communication tools for the greatest communication effectiveness". Thus, integrated communication is broader than IMC, where the integration of communication is only limited within the domain of marketing. It is for this reason that this study is situated within an integrated organisational communication context and not IMC. The rationale being that IMC is premised on integrated organisational communication, therefore message consistency is a fundamental element when integrating organisational communication (Belch & Belch 2012:10). Similarly, the integration of social media with organisational communication is instrumental in ensuring that consistent messages are disseminated by non-profit organisations. The same message will be communicated to various stakeholders irrespective of the media used. Therefore, a coherent image of a non-profit organisation is depicted to all the stakeholders.

It is vital that fundamental elements of organisational communication integration are adopted when social media is integrated with organisational communication as discussed in section 3.9. For this study, it is proposed that communication integration be carried out as a cross functional process. This means that external integration, vertical integration and horizontal integration should all be aligned to contribute to the coordination of functions, processes, actions and the consistency of messages the organisation communicates (Ehlers 2002; Gronstedt 2000).

Table 2.1 below indicates proposed fundamental elements for organisational communication integration relevant to this study based on recommendations by

Angelopulo and Barker (2013), Ehlers (2002), Duncan (2001), and Gronstedt (2000). These elements for organisational communication integration will form part of the criteria for the integration of social media with organisational communication proposed in Chapter 3, section 3.9.

Table 2.1: Fundamental elements for organisational communication integration

Elements	Description of elements applicability to POWA
External integration	External integration of organisational communication relates to the interaction of POWA with the organisational stakeholders, whose importance to the organisation varies, depending on the type of stakeholder. For example, POWA employees would need to ensure that all the communication sent to external stakeholders are integrated to avoid inconsistency in their messages.
Vertical integration	Vertical integration involves engaging in a two-way, direct and frequent communication between the employees and senior management. In this regard, POWA management will need to ensure that the organisation's mission and vision is clear to its employees, which then translates to the external stakeholders. For example, POWA is against gender based violence (GBV), therefore the way their employees handles matters regarding GBV should be visible in the public eye in a sense that one would not expect a post on social media, for example, supporting any kind of violence.
Horizontal integration	Horizontal integration relates to the integration of organisational communication across the functions, the business and regions. POWA will need to understand that in the public eye, there is only one POWA and that people do not see the organisation based on its departments. This means that whatever change is communicated in one department, it should also be coordinated in all the other departments.
Cross functional relations	Cross-functional relations entail the existence of relations among distinctive sections of the organisation, in order for authentic integration to be accomplished. This means that the organisation as a whole will have to work in harmony to be able to drive one mission and one vision. One department cannot work without the other, so each department compliments the others.
Interdependence	Interdependence provides a foundation for integrated communication as a concept, by coordinating communication engagements, together with the entire network of stakeholders. For example, the POWA communication department cannot function in isolation, but will need to

	incorporate whatever suggestion or communication from the other departments, as one department is dependent on the others and need to be in agreement or harmony to function properly.
Integrator/Team of integrators	This refers to a person or a team that is assigned with the responsibility for co-ordinating communication within the organisation. This can be the Communication Department tasked with the overall communication function of the organisation both internally and externally. POWA will need to outsource an integrator (if they do not have one already) who will be tasked with the integration process of the organisation. The integrator will be responsible for ensuring that successful integration takes place and will work hand in hand with the communication department in aligning processes.
Database	A database is an assembled set of data, in a central location, accessible to all employees and it is used to manage communication with the organisation's stakeholders. Keeping of a database will be useful to POWA, as the whole organisation can have access to it when there is need to communicate.
Message consistency	Message consistency deals with dissemination of coherent messages in organisational communication in order to portray a unified picture of POWA. It is important for message consistency to be maintained in all media used in organisational communication and this makes it a vital element of organisational communication integration.

In an effort to achieve integration of organisational communication with the stakeholder community, fundamental elements consisting of external integration, vertical integration and horizontal integration will provide guidance.

Cross-functional relations will serve to ensure that a teamwork approach is adopted by all the parties involved in organisational communication regardless of the media used. An interdependence of communication coupled with the integrator or team of integrators will assist in coordination of organisational communication to ensure that message consistency is maintained by the organisation. Finally, a database will play a critical role in managing organisational communication, thereby reinforcing its integration.

It is vital to note that aforementioned fundamental elements for organisational communication integration, summarised in Table 2.1, have been selected to inform the criteria for the integration of social media with organisational communication. The

proposed criteria will be used as a foundation for developing measuring instruments for the integration of social media with organisational communication at POWA.

2.5 Characteristics of non-profit organisations

The previous section discussed fundamental elements for organisational communication integration to appraise the criteria for the integration of social media with organisational communication which will be used as a foundation for the proposed framework. It is however important to address characteristics of non-profit organisations to assist in situating POWA.

Non-profit organisations are diverse in nature and their boundaries are constantly changing, consequently various definitions are proposed (Ahmed 2013; Cornforth 2014). Glavin (2011:6) indicates that a non-profit organisation "is most simply a means for voluntary group action for mutual benefit and the benefit of others." Bartow (2017:1) highlights that a non-profit organisation is an organisation founded with the goal to provide a service to the community in an effort to deal with a certain need without making a profit in the process. Worth (2014:56) describes non-profit organisations as "organised entities, private, non-profit distributing, self-governing, voluntary and of public interest". While there is no agreement on a definition from scholars, there is somewhat an agreement on the shared characteristics of non-profit organisations.

Various distinctive characteristics of non-profit organisations, as proposed by Ahmed (2013), Bartow (2017), Glavin (2011), and Worth (2014) are presented in Table 2.2 below.

Table 2.2: Characteristics of a non-profit organisation that POWA exhibits

Characteristics	Description	Characteristics of a non-profit organisation that POWA exhibits
Organised	There is a charter, rules and goal for the existence of non-profit organisations (Glavin 2011).	POWA has an established management that comprise of the board of directors and administrative management (POWA 2021).
Private	There is no control of non-profit organisations by the government even though the government may provide funding to them (Ahmed 2013).	Total control of governance and operations at POWA is under the direction of board of directors and not the government or an external institution such as shareholders (POWA 2021).
Non-profit distribution	There is no profit generated for owners or directors of non-profit organisations (Worth 2014).	The mandate of POWA is not to generate profits and if a surplus is made, it is retained in the organisation for use in operations (POWA 2021).
Self-governing	Non-profit organisations are independent from external control, implying that they establish their own procedures (Bartow 2017).	The governing procedures at POWA are set by its board of directors with no influence from external entities (POWA 2021).
Voluntary	The engagement in either management of the organisation or in coordination of its agenda is at least voluntary suggesting that there is an element of charitable support involved (Ahmed 2013).	POWA is not remunerated for providing shelter, counselling and legal advice to victims GBV (POWA 2021).

Source: Ahmed (2013), Bartow (2017), Glavin (2011), and Worth (2014)

Characteristics of a non-profit organisation explained above clearly illustrate the nature of non-profit organisations. For this study, the definition that is adopted is that of Bartow (2017:1), which highlights the objective of a non-profit organisation as simply providing a service to the community without making a profit in the process. This definition is chosen since it incorporates all characteristics of a non-profit organisation highlighted by various scholars in the table above.

POWA is a "feminist, women's rights organisation that provides services and engages in advocacy in order to ensure the realisation of women's rights and thereby improving women's quality of life" (Bih 2016:55). POWA's vision is to create a safe and equal environment where women and girls are free from all forms of violence and are treated with respect and dignity. The organisation has five branches in Gauteng, with the Head Office situated in Berea, Johannesburg. The choice of this organisation for the study comes at a time where South Africa is facing a crisis with a high rate of Gender Base Violence (GBV) following an alarming 117% increase in femicide (female deaths caused by men) (Stats SA 2019). POWA strives to raise public awareness on GBV and assists women and girls that have suffered all forms of abuse. Characteristics of non-profit organisations that have been examined assist in highlighting how POWA identifies as a non-profit organisation. In the next section, the nature of communication in non-profit organisations is discussed.

2.6 Nature of communication in non-profit organisations

Non-profit organisations are characterised by limited resources and therefore, constantly search for the best and most cost-effective means to communicate with stakeholders (Sammons 2011). Some of the communication functions within a non-profit organisation are explained in the following section. Reference is made to POWA as a non-profit organisation in explaining communication functions.

2.6.1 Public awareness

Public awareness can be regarded as efforts by any non-profit organisation to ensure that the community is well informed of any situation or events within their society (Keating & Thrandardottr 2017). Communication is an essential tool that is used by non-profit organisations to ensure that the public is kept informed on societal issues. Keating and Thrandardottr (2017) states that organisational communication in any desired form can enable a non-profit organisation to meet the needs of the society on a larger scale. This can be achieved through public awareness campaigns where many people gather to be addressed on issues that affect them on a daily basis (Keating & Thrandardottr 2017). POWA, for example, uses social media sites such as Facebook to advertise their services and announce campaigns aimed at combating GBV.

In this regard, this study also explores how social media is used by POWA in raising public awareness. This would see the organisation reaching a large audience at a relatively lower cost. Keating and Thrandardottr (2017) add that public awareness allows feedback and provides a podium for effective solutions to address community issues. The next discussion centres on community engagement as a function of organisational communication within a non-profit organisation.

2.6.2 Community Engagement

Non-profit organisations play a pivotal role in meeting various community needs from a humanitarian perspective (Kolopack, Parsons & Lavery 2015). To achieve this, non-profit organisations engage and incorporate the community. Community engagement can be seen as a systematic process which enables communication and interaction between the organisation and society with the aim of solving issues that affect human welfare (Kolopack et al 2015). Organisational communication is very beneficial since it enables a non-profit organisation to secure volunteers by conveying messages in connection with the organisation's need for assistance in the execution of its work (Ronnols 2016).

In addition, social media such as Facebook assists non-profit organisations that deal with humanitarian issues to engage with the community much faster and cheaper. Sümnig, Feig, Greinacher and Thiele (2018) agree that social media is very useful in achieving desired outcomes for an organisation which is crucial in furthering the non-profit organisation's cause. Chapter 3 provides a more detailed discussion on the benefits of social media and how non-profit organisations can use it as part of their organisational communication.

According to Han and Himelboim (2013), community engagement can be conducted via Twitter especially if it is related to campaigns. For example, POWA has a Twitter account where now and again they engage the community by posting certain threads. This will invoke a general discussion on stories that are publicised relating to GBV that will lead to more discussions with the public. This study will investigate how social media is integrated with organisational communication when conducting communication functions like community engagement at POWA.

Furthermore, community engagement plays a pivotal role to ensure society provides meaningful assistance, which also aids in adequately addressing their needs. Ali (2014) concludes that through communication, organisations can successfully address under-represented groups and achieve equality in communities. Corazon (2013) concurs with this view, adding that engaging the community could mean that intended projects undertaken by the non-profit organisation will face minor risks and failures, since community participation has been deemed prolific in the past. Through effective communication, trust is built between the community and the organisation, which helps in solving humanitarian cases as well as unearthing real issues affecting the community (Corazon 2013). In the next subsection, focus is on the fundraising as a function of communication.

2.6.3 Fundraising

Williams (2015) highlights those non-profit organisations that always attempts to persuade potential donors through communication to support their cause by making a donation. Goering, Connor, Nagelhout and Steinberg (2011) deliberated on one of the communication methods used by non-profit organisations such as mailing letters directly to donors' homes requesting funding. On-going studies attest that new donors are recruited by non-profit organisations through direct mailing (Williams 2015; Kerlin & Pollak 2010). This form of non-profit communication is still visible irrespective of the growth of the World Wide Web (Williams 2015). This method of seeking funding still prevails as advancements in technology have not convinced some donors to consider using technological platforms for donations to non-profit organisations (Williams 2015). Given that direct mailing is one of the platforms used by non-profit organisations, various researchers recognise the success of direct mail in fundraising (Teddlie & Tashakkori 2009; Cunningham & Ricks 2010; Kerlin & Pollak 2010).

Communication researchers have noticed that non-profit organisations are beginning to carry out their own research in an attempt to determine what other communication media could work best for them (Williams 2015; Levine & Zahradnik 2012). Nonetheless, the use of telephones in non-profit communications has continued to demonstrate its effectiveness in sustaining funds raised from loyal donors (Williams 2015).

Even though there are donors who do not prefer to donate via the telephone, the financial success of non-profit organisations is attributed to funds donated this way (Levine & Zahradnik 2012). In the case of POWA, it hosts lunch or dinner events for fundraising (POWA 2021). It is important for this study to establish the role played by organisational communication and social media in fundraising. The next subsection will focus on the discussion of non-profit advocacy as a communication function.

2.6.4 Non-profit advocacy

Guo and Saxton (2014:57) applaud the importance of advocacy in organisations that deal with external representation activities, as well as non-profit organisations. Guo and Saxton (2014:59) state, "…through advocacy work, non-profit organisations contribute to democratic governance by representing the interest of citizens and promoting changes in public policy". Prakash and Gugerty (2020:9) agree with this view, adding that advocacy allows non-profit organisations to advance matters they care about and help bring change for the people and communities they serve. This means that advocacy activities in non-profit organisations are seen as a way to assist the organisation to fulfil or achieve its mission, whilst also improving the lives of their community members.

Guo and Saxton (2010) managed to identify 11 sponsorship strategies that non-profit organisations use to execute their strategies namely "research, media advocacy, direct lobbying, grassroots lobbying, public events and direct action, judicial advocacy, public education, coalition building, administrative lobbying, voter registration and education and expert testimony". Some of the advocacy tactics mentioned above are used by POWA in driving its agenda forward, for instance, the *'Raising Her Voice'* initiative was conducted at National and Pan African level (POWA 2016). This study will seek to investigate how integration of social media in organisational communication can benefit POWA in achieving its mission through advocacy.

2.7 Summary

An examination of organisational communication together with its components, consisting of internal and external organisational communication was done to provide context to this study.

A discussion on integrated organisational communication was presented where models for structuring integrated organisational communication were discussed. In addition, fundamental elements for organisational communication integration were identified and summarised. Various functions of communication for non-profit organisations comprising of public awareness, community engagement, fundraising and non-profit advocacy were highlighted.

The discussion on characteristics of non-profit organisations is integral to the purpose of this chapter as it accurately describes POWA as a non-profit organisation. The unearthing of fundamental elements for organisational communication integration was critical for this study. It makes sense that these fundamental elements for integration of organisational communication will be adapted in the proposed criteria for integration of social media in organisational communication that will be discussed in section 3.9. From the discussions in this chapter, it is clear that organisational communication integration takes place across three dimensions consisting of external, vertical and horizontal integration. In addition, coordination of communication activities is facilitated by other elements such as the integrator, cross-functional relations and database to ensure the integration of communication is realised. All of this provided a framework for the next chapter in which a discussion of social media in the context of non-profit organisation follows.

CHAPTER THREE: SOCIAL MEDIA IN A NON-PROFIT ORGANISATIONAL COMMUNICATION CONTEXT

3.1 Introduction

In an endeavour to investigate the integration of social media with organisational communication in the context of a non-profit organisation, this chapter commences by defining social media and its nature. Furthermore, the history and growth of social media will be outlined to provide context to the study. Due to growth in the adoption of social media by organisations, a discussion of social media within the context of organisational communication will be made. This will assist in revealing opportunities provided by social media to non-profit organisations in disseminating organisational communication.

To provide a comprehensive discussion of the composition of social media, its key functional building blocks will be explored extensively. It is essential for non-profit organisations to understand social media building blocks to properly integrate them in organisational communication. Various social media theories such as social penetration theory, diffusion of innovation theory, social media engagement theory, media multiplicity theory and dialogic theory will be appraised to theoretically underpin this study. Based on these theoretical discussions and discussions from chapter 2, criteria for the integration of social media in non-profit organisations will be proposed. Finally, an enquiry regarding the use of social media for communication in the context of non-profit organisations will be done. The chapter commences with a discussion on the history and growth of social media.

3.2 History and growth of social media

The birth of social media platforms such as Facebook, Twitter, Google+, My Space, YouTube, Flick, LinkedIn, and Pinterest, ushered in rapid changes in the way people communicate with one another (Katona et al 2011).

Organisations have noticed that most of their customers are increasingly communicating through social media, this realisation has prompted them to explore the use of social media platforms in order to keep up (Katona et al 2011).

According to Kaplan and Haenlein (2010:61), social media as a communication system makes use of internet technology to generate content, and has been the most influential phenomenon over the last decade in the field of communication. Such influence is attributed to social media's capability to open considerable potential for interpersonal communication (Lovejoy & Saxton 2012). The dominance of social media, which has grown significantly over the years has resulted in what is commonly referred to as "the global consumer phenomenon" (Nielsen 2009:3). The idea was birthed out of social media's transformation of consumer behaviour (Sinclaire & Vogus 2011:294). At least two-thirds of the world population that used social media indicate that ten percent of their time is spent on it, implying that social media had a phenomenal impact on consumers (Nielsen 2009:3).

Social media as a phenomenon has reshaped and continues to modify everyday lives of millions of users (Carr & Hayes 2014). According to Sinclaire and Vogus (2011:294), social media has become a global phenomenon with some of the social networks like Facebook, YouTube and Twitter, and recently LinkedIn and Pinterest, gaining popularity. Because of its evolving nature, leading social media sites keep on changing. Current leaders are Facebook, Twitter, Instagram and Snapchat (Appel, Grewal, Hadi & Stephen 2020).

Appel et al (2020) indicate that Facebook had 2.38 billion users in 2019 with the fastest growing age group being 35 and above. Alhabash and Ma (2017) add that Facebook users continue to increase, the platform has grown phenomenally with over 1.65 billion users that are active monthly since it was founded in 2004. Facebook is one of largest social media networks, and it is the second most popular platform on the internet (Alhabash & Ma 2017). Nielsen (2009) argues that the time spent by consumers on social media has been growing at a rate that is three times more than the rate at which the overall internet was growing. The unprecedented growth of social media, coupled with its increasing popularity inspired this study.

3.3 Definition of social media

Several definitions of social media have been put forward in the context of organisational communication. Neal (2012:23) indicates that social media is difficult to define as there is little agreement about what they mean.

Social media has been described as constituting of sites with content that is generated by users (Neal 2012:23). Luttrell (2015:22) defines it as "activities, practices and behaviour among communities of people who gather online to share information, knowledge and opinions using conversational media". Conversational media relates to applications that are based on the web, which makes it feasible for users to formulate and conveniently convey content in the form of words, pictures, video and audio. Kaplan and Haenlein (2010:60) indicated that social media is "about engaging others in open and active conversation". According to Bryer and Zavattaro (2011:327), social media refers to "technologies that facilitate social interaction, make possible collaboration and enable deliberation across stakeholders". A definition that captures the nature of social media refers to "internet-based applications built on Web 2.0, while Web 2.0 refers to a concept as well as a platform for harnessing collective intelligence" (Huang & Benyoucef 2013:246).

The definition of social media is taken a step further by Kietzmann et al (2011:243) who proposed a framework that defines social media by using seven functional blocks namely, "identity, conversation, sharing, presence, relationships, reputation and groups". The aforementioned definition will be adopted for the purpose of this study as it covers all the seven building blocks that are integral to social media. These seven blocks of social media will be used to explain the nature of social media in section 3.4 of this chapter.

Although definitions offered by various scholars differ slightly, they all seem to agree that the content is created by users on digital platforms supported by technology (Carr & Hayes 2014). Moreover, they also concur that social media is electronic, and this enables real-time communication where users interact, either individual to individual, or from an organisation to the individual (Bryer & Zavattaro 2011).

An element of two-way communication is brought to the fore where the users are active and participating, implying that communication is on-going, and this is how it differs from other mediums of communication (Kim 2013:6). Social media presents a possibility of many-to-many communication instead of only one-to-many communication as in traditional communication mediums (Page, Barton, Unger & Zappavigna 2014).

In this way, every individual has a voice and the possibility of being heard (Hill, Dean & Murphy 2013). To get a comprehensive understanding of social media, the following discussion focuses on the key functional blocks of social media.

3.4 Key functional building blocks of social media

According to Kaplan and Haenlen (2010) social media turns communication into interactive dialogue. The study adopted the definition by Kietzmann et al (2011:243) that defines social media by using the seven functional blocks which will be used in the study to show how POWA can integrate social media with organisational communication to communicate with its stakeholders . The seven functional building blocks will help in understanding the engagement needs of the social media audience.

SOCIAL MEDIA FUNCTIONAL BUILDING BLOCKS	MAIN PREMISE
Identity	It denotes the extent to which socail media users reveal their identity regarding names, age, gender, profession and location.
Conversation	It articulates the degree in which communication is conducted between individuals and organisations in a social media context.
Sharing	It points out the extent to which content is exchanged, dispensed and received by social media users.
Presence	It states the degree to which social media users online can recognise if other users are online.
Relationship	It demonstrates the extent in which relationships can be formed among social media users.
Reputation	It illustrates the extent in which the stature of social media users can be recognised by other users within the social media context.
Relationship	It represents the degree to which communities, and sub-communities can be established by social media users.

Figure 3.1: Summary of key functional building blocks of social media

Sources: Kaplan and Haenlein (2010); Kietzmann et al (2011)

A discussion of the key practical building blocks of social media is reflected in the following sections.

3.4.1 Identity

According to Kietzmann et al (2011:110), the identity building block shows the degree to which social media users depict their identities in a social media context. The information that is shared on social media by individuals in this context includes name, age, gender, profession, location as well information that represents the user in a particular manner (Lynn, Kilroy, Van der Werff, Healy, Hunt, Venkatagiri & Morrison 2015). Kaplan and Haenlein (2010) argue that the exhibition of the user's identity may frequently occur because of the mindful or unconscious 'self-disclosure' of private information, consisting of likes, dislikes, feelings and thoughts. This study focuses on the identity that is shared by POWA's stakeholders on social media. This assists in recognising various stakeholders that interact with POWA on social media.

3.4.2 Conversation

Kietzmann et al (2011:114) explain that the conversation block constitutes the degree to which individuals and organisations communicate with one another in a social media context. Most social media platforms are generally developed to enable conversations among individuals and groups (Lynn et al 2015). Conversations occur on social media for various reasons, such as individual tweets and blogs in an attempt to establish contact with people who have similar interests, to search for companionship, develop self-esteem or just to keep abreast with trending topics online (Beirut 2009). Similarly, POWA can engage with its volunteers when searching for assistance for the delivery of its programs to the community or with donors when soliciting funding. The engagement can be initiated through a Facebook post or a Tweet.

There are etiquette rules that organisations ought to follow when hosting and following online conversations (Shu & Chuang 2011). There is a huge number and range of conversations that materialise in the social media context (Kietzmann et al 2011:115). Twitter, for example, is designed to exchange short messages to establish an element of awareness regarding issues that people might have an interest in (Kaplan & Haenlein 2010).

In most cases, these messages are instant short notifications where there is no duty to provide a response (Lynn et al 2015).The conversation block is essential to this study since it will assist in analysing the way POWA engages in conversation with stakeholders on social media. The sharing building block is discussed next.

3.4.3 Sharing

Kietzmann et al (2011:115) highlight that sharing represents the extent to which social media users interchange, dispense and get content. The term 'social' means that it is vital for exchange to take place between people (Lynn et al 2015). Sharing on its own is a means of communication in social media regardless of whether the results of sharing among the users hinges on the practical objectives of the social media platform (Hudson, Huang, Roth & Madden 2016). For example, the purpose of association is to share pictures and short videos for Flickr and to share information regarding careers for LinkedIn (Machado, Azar, Vacas de Carvalho & Mender 2015). As such, POWA can share its programs with volunteers and the community through a short video on Facebook or a tweet on its Twitter handle. Thus, communication takes place between the organisation and its stakeholders through sharing.

The sharing block has a minimum of two essential implications for organisations that endeavour to engage with their stakeholders on social media (Hudson et al 2016). The first is to assess the aim of socialisation the stakeholders have in common or to recognise the new aim that can bring to an agreement their interest (Lynn et al 2015). If this objective is not met, it implies that a network is attempting to connect various users without anything connecting them to each other (Machado et al 2015). The second implication relates to the extent to which the aim of socialisation can or have to be shared (Lynn et al 2015).

This means that with the power of social media to share and disseminate information faster, it is still vital to consider the implications involved in relation to copyrights if content being shared is not from the original source. The sharing block is vital to this study as it will assist in examining what POWA hopes to achieve through socialisation with stakeholders and the degree to which the aim of socialisation is shared. It is through socialisation that relationships can be developed between POWA and its stakeholders which can help to enhance its public relations activities, a critical function

for non-profit organisations. The next subsection will focus on the social media presence building block.

3.4.4 Presence

Presence constitutes the degree to which social media users online can recognise whether other users are available (Kietzmann et al 2011:114). Presence also incorporates the awareness of the location of other users in the virtual world or the actual world and if they are available (Lynn et al 2015). The presence of other users in the virtual world is denoted by status such as 'available' or 'hidden' (Somwanshi, Salegaonkar & Sharma 2015). Other platforms that are presence-focused concentrate on geographical space as opposed to particular locations (Lynn et al 2015).

Presence as a building block implies that organisations ought to be attentive to the relative importance of user availability and user location (Somwanshi et al 2015). The presence block is instrumental for this study in assessing POWA's attentiveness to the availability and location of stakeholders when interacting on social media. The other implication of presence as a building block is its linkage to the traits of other functional blocks such as conversations and relationships.

Kaplan and Haenlein (2010) state that it is imperative that organisations recognise that intimacy and immediacy of the relationship have a bearing on social media presence, and that conversation is seemingly going to be more persuasive when the level of social presence is higher. The relationship building block is discussed in the next subsection.

3.4.5 Relationship

The relationship block establishes the degree to which there can be a relationship among users (Kietzmann et al 2011:112). The relationship block is critical to this study as it will help determine how POWA maintains good relationships with its stakeholders through the type of communication and information that the organisation shares via social media.

According to Machado et al (2015), the implications of the relationship block to organisations are structure and flow. The structural attributes of a user relationship relate to the number of associates they have and the positions they occupy in the network of relationships, whilst the flow refers to user relationships and the kind of resources associated with a user's relationships, and the way in which these resources are utilised, shared or modified (Shu & Chiang 2011). The next subsection will cover the reputation building block.

3.4.6 Reputation

Kietzmann et al (2011:113) states that reputation represents the degree to which social media users can recognise the stature of other users, together with themselves, in a social media context. The reputation building block is critical to this study as the content that is shared through POWAs social media sites can be used to manage the organisations' reputation. There are various meanings associated with reputation on social media platforms. Basically, reputation is a case of trust, but considering that information technologies are not yet capable of ascertaining such qualitative measures, social media platforms depend on 'mechanical Turks', which are tools that determine user trustworthiness by electronically combining user-generated information (Lynn et al 2015).

The discussion in the next subsection will focus its attention on the group building block.

3.4.7 Groups

The group building block of social media constitutes the degree in which users can establish communities and sub-communities within the social media setting (Kietzmann et al 2011:111). The group building block is essential to this study as it shows the kind of information that POWA shares on its social media networks that targets its different stakeholders. Identifying stakeholders that interact with POWA on social media can assist in pinpointing the use of social media by the organisation for respective stakeholders.

Following the discussion on the building blocks of social media, attention is directed to the discussion of social media in an organisational communication context.

3.5 Social media in an organisational communication context

Milde and Yawson (2017:19) state that social media is one of the latest technologies that has been adopted in organisational communication. Alhabash and Ma (2017) conducted a study which established that before applications such as Instagram and Snapchat, social media platforms used by organisations for communication included mainly Facebook and Twitter. Its main purpose was for engagement with the external environment on vital matters that required resolution (Alhabash & Ma 2017). Although the main highlight of that study was the use of social media for external communication, questions were raised regarding the way social media was being used for internal communication (Steel 2015:18).

A study by Verheyden and Goeman (2013:13) indicate that various organisations are making use of social media with the aim of "leveraging social media to communicate with external stakeholders". Evidence revealed that huge organisations are now more likely to utilise social media to "effect the internal communication process" (Verheyden & Goeman 2013:13). Whether used for external or internal communication, it is still instrumental in increasing the frequency and depth of communication with stakeholders due to its interactive nature (Malcolm 2016). The evidence proves many benefits of using social media. This study seeks to investigate how social media could be integrated with organisational communication in a non-profit organisation and in a way ascertain how these organisations can benefit.

Waters and Tindall (2011) state that social media did not replace traditional organisational communication tools but complemented them. Social media is vital to traditional mass media, for instance television and radio (Malcolm 2016). Social media assists in keeping stakeholders informed on progress made by the organisation to reach its goals and current needs (Waters & Tindall 2011). Though social media complements traditional media, it is important to note that social media differs from traditional media as it provides many-to-many communication, unlike the one-to-many approach of traditional media (Page et al 2014).

Korzynski (2013:186) states that "even if there are still leaders who can prove their efficiency by using only traditional communication tools, these leaders lose new opportunities such as reaching a wider audience very quickly or collecting data from

first line employees". This is the advantage of social media in organisational communication as it provides speed and reaches a wide audience (Steel 2015:19). This rationalises this study given that social media integration with organisational communication should deliver benefits to the organisation. Having reviewed the social media in an organisational communication context, the next discussion addresses positioning of social media within organisational communication.

3.5.1 Positioning social media within organisational communication

Once an organisation has drawn up a strategy on how to incorporate social media with its organisational communication, there is need to look at other organisations' social media sites in an attempt to make them more effective (Steel 2015:19). The organisation should note what it expects to achieve through social media, as noting ideas requires the organisation to carefully consider what it hopes to achieve (Tsouvalas 2012:29). Leonardi et al (2013:2) highlight that what the organisation wants to achieve by using social media should be complimentary to its use of offline organisational communication. According to Tsouvalas (2012:29), the most fitting action for an organisation when determining a social media site to adopt, is to find out what the site can accomplish for the organisation. Leonardi et al (2013:13) agree with this view, noting that many organisations adopt social media as a communication tool without first determining what they want to achieve.

Leonardi et al (2013:8) note that care should be taken to ensure that both external and internal communications are achieved by using social media in conjunction with traditional organisational communication. The author adds that organisations need to establish if there is a discussion regarding the organisation on any social media site prior to creation of a social media profile, seeing that it assists in determining the type of social media to use. Comprehensive information on the organisation, its identity, and purpose must be provided when setting up the organisation's social media profile (Jiang, Luo & Kulemeka 2017:28).

It is imperative that the positioning of social media is underpinned by a communication strategy for it to be a success. As such, communication strategy is going to be discussed in the next section.

3.6 Communication strategy

Heide, Von Platen, Simonsson and Falkenheimer (2018:452) opine that communication strategy relates to how organisational communication activities are undertaken to fulfil the overall mission of the organisation. Cornelissen (2011:84) claims that for organisational communication to be strategic, it is vital that the communication strategy is linked to the overall organisational strategy. This explains why there has been a shift from organisational communication being regarded as a tactical function to being considered as an extension of the strategic process, because organisations communicate with an intended purpose(Cornelissen 2011:397).

In view of the above, integration of social media in organisational communication ought to be considered as a strategic approach depicting the strategic direction the organisation is taking (Frandsen & Johansen 2017:252). It is postulated that communication choices made by an organisation, for instance, regarding the media to use in disseminating organisational messages, is guided by a communication strategy (Heide et al 2018:452). In the context of this study, the use of social media in organisational communication must be documented in the communication strategy of a non-profit organisation.

It is plausible, therefore, that any communication activity that is deliberate, qualify as strategic, implying that it is driven by a communication strategy (Christensen & Svensson 2017:181). Consequently, it is apparent that a communication strategy, in the context of this study underlines the consistent use of communication through diverse media to achieve organisational objectives whilst ensuring that it is aligned to the overall organisation's strategy (Frandsen & Johansen 2017:252). Given that organisational communication integration is regarded as a holistic approach that seeks to embody the organisation's communication activities in its totality, it is logical that it should occur at a strategic level (Smith 2009:11; Cornelissen 2011:85).

It is therefore important that the communication strategy inform criteria for integration of social media with organisational communication as discussed in section 3.9.1. The next section focuses on the discussion of social media theories.

3.7 Social media theories

Having a theoretical framework is essential in academic research as it provides various benefits to the study (Adom, Hussein & Agyem 2018:6). Theoretical frameworks help in positioning and contextualising conventional theories into the study (Ravitch & Carl 2016:2). This means that the researcher can situate the study into a scholarly and academic form (Adom et al 2018:6). Ravitch and Carl (2016:2) concur with this view, adding that with a theoretical framework a researcher can define his or her study philosophically, epistemologically, methodologically and analytically.

To provide theoretical guidance and to support this study, various theories including the social penetration theory, diffusion of innovation theory, social media engagement theory, media multiplicity theory and dialogue theory are discussed. These theories have been used by various scholars in the field of social media and organisational communication, which makes it plausible to apply it to this investigation (Asorwoe 2017; Lahman 2017; Bankert 2014; Brown 2015; Roback 2017). Moreover, the selected theories complement each other as they emphasize on the importance of establishing a relationship when communicating on social media and the benefits of using multiple social media. They also assist in explaining aspects that are critical to facilitating integration of social media in organisational communication. A discussion of each of these theories is given. This is essential in furthering the viewpoints of this study, while at the same time placing the study into a scholarly and academic form. The discussion of theories is provided in the subsection that follows.

3.7.1 Social Penetration Theory

The social penetration theory was coined by Altman and Taylor (1973), relating to one-to-one and face-to-face communications. Scholars who proposed this theory were psychologists whose focus was on creating something that could underpin interpersonal communication, especially in the field of marriage and relationships (Honeycutt & Godwin 1986:651), business ethics (Baack, Fogliasso & Harris 2000:39), and management (Baack 1991:196). This theory deals with the formation of a relationship as a constant changing process, in which the development of the relationship starts from the most casual and public stage to a more affectionate and

personal stage (Panos 2014:185). Self-disclosure is at the heart of the formation and continuation of personal relationships (Rains, Brunner & Oman 2014:43).

Social penetration theory proposes that superficial self-disclosure may have vital results in personal relationships (Rains et al 2014:42). Scholars have recognised the potential of social media for sharing content that is vital for relationship building (Tong & Walther 2011). This led to efforts to enhance social penetration theory's compatibility with the current environment of constant human interaction online, through social media, the social penetration theory was remodelled and modernised (Panos 2014:196). This study seeks to investigate the relationship between POWA and its various stakeholders as the organisation interacts with them on social media. Social penetration theory clearly indicates that establishing a relationship is critical when communicating on social media. Developing relationships is one of the ways in which social media is used in a non-profit organisation, as discussed in section 3.4.5 (Relationship). As POWA interacts with its stakeholders through organisational communication, insight is gained on the use of social media in organisational communication to build relationships.

According to Bankert (2014), the social penetration theory is applicable to individuals in organisations who use social media. When a relationship is established between individuals, they penetrate deeper and deeper into confidential and personal affairs (Panos 2014:197). Bankert (2014) states that the same concept is applicable in organisational communication, once an organisation receives a constructive response and reinforcement from stakeholders, and as interaction gets deeper and deeper, the organisation reveals more information. As the interaction between POWA and its stakeholders gets deeper and deeper it is possible to pinpoint the richness of information that is disclosed by the organisation and the media that is used for such disclosures.

Panos (2014:197) adds that an increase in the information being communicated, results in the extent of penetration getting deeper. This of cause can be shared through interaction leading to greater in-depth knowledge and understanding of the organisation (Panos 2014:197).

In view of the aforementioned, the theory of social penetration appears to provide a firm background on the way interpersonal communication and self-disclosure is illustrated online through social media (Nguyen, Bin & Campbell 2012). In the next section, media multiplicity theory is discussed.

3.7.2 Media Multiplicity Theory

The root of the media multiplicity theory is situated in social network approaches (Granovetter 1973). Ledbetter and Mazer (2013) indicate that media multiplicity theory is an examination and investigation of various social media platforms used by people for communication with one another, and the solidity of ties and relationships between those individuals. The objective of utilising multiplicity theory in social media studies is to understand the interconnection of an individual's relationships when online (Lahman 2017:38).

Media multiplicity theory provides clarity on the manner in which POWA maintains its relationships in organisational communication by using various social media and the type of media used to achieve it. The theory also provides context in which various social media stakeholders form relationships by using various social media platforms on which POWA is present. It is important to note that relationships are crucial in organisational communication for a non-profit organisation. Moreover, the focus of the study is on integration of social media with organisational communication, which makes media multiplicity theory appropriate as it dwells on multiple social media that are used in communication. Having covered social media multiplicity, a discussion of the dialogic theory follows below.

3.7.3 Dialogic Theory

There has been a theoretical shift from the one-way system of managing communication to an insistence on building relationships with dialogue (Kent & Taylor 1998:326).

The dialogic theory is underpinned by a framework of five principles suggested by Kent and Taylor (1998) to assess the use of dialogue in communication through social media.

The interaction between the organisation and its stakeholders will assist this study to investigate organisational communication and the social media used in non-profit organisations. The five principles assist organisations in accomplishing dialogue with the public on social media through the creation of a dialogue loop, how useful the information is, the probability of generating return visits, effortlessness and insightfulness of use and retaining visitors (Kent & Taylor 1998). These principles are explained below.

3.7.3.1 Creation of dialogue loop

In an endeavour to provide feedback to the public, the organisation must forge a dialogue loop (Waters, Cranefield, Foster & Hardy 2011). The loop creates interactions in which the public can ask questions and a response is provided by the organisation (Waters et al 2011).

A trained member must be available to close the loop to make use of this principle (Waters et al 2011). This principle will assist the study in contextualising a dialogue loop that is essential in the provision of feedback.

3.7.3.2 Usefulness of information

All the useful information, which is considered essential by stakeholders must be provided by the organisation (Waters et al 2011). Matters regarding hierarchy and structure must be taken into account when the organisation provides information to the public (Waters et al 2011). The usefulness of information principle is essential to this study given that POWA needs to provide purposeful information to its stakeholders in order to facilitate dialogue. It will be difficult for the organisation to have dialogue with its stakeholders if useful information such as its cause has not been disseminated.

3.7.3.3 Generation of return visits

A visually attractive and effective website and social media platform should be provided by the organisation to prompt return visits (Waters et al 2011).

Low scores have been given in various studies with this principle, implying that it is the most challenging principle to productively apply on web sites, blogs or social networking sites (McAllister-Greve 2005; Seltzer & Mitrook 2007).

The generation of return visits principle is crucial for this study on the account that there is need for on-going interaction within the context of integrated organisational communication. The continued return of stakeholders to POWA's website and other social media platforms for dialogue with the organisation is crucial as it provides a hint on the usefulness of the organisation's social media sites.

3.7.3.4 Ease and intuitiveness of use

The organisation must ensure ease and intuitiveness of interface (Waters et al 2011:20). This will enable the public to manoeuvre the sites smoothly in the absence of slow graphic elements or haphazard information (Waters et al 2011).

This dialogue principle has been applied by various organisations; including community colleges on their web sites (McAllister-Greve 2005). This principle is vital to this study since it highlights the need for ease and intuitiveness interface of social media platforms at POWA in order to promote interaction between the organisation and stakeholders.

3.7.3.5 Conservation of visitors

Non-essential links beyond the websites and social media platforms must be restricted and a straightforward path back should be provided by the organisation to enable visitors to carry on visiting these pages. Although some of the organisations have been able to meet this challenge effortlessly, for instance, some activist and watchdogs (Gordon & Berhow 2009), whilst others were unsuccessful in achieving this principle regardless of recording excellent scores on other dialogue principles. The conservation of visitors' principle emphasises the need for the organisation to ensure that stakeholders continue to interact with the organisation by ensuring that necessary links to the social media platforms are in place. This is vital to the study given that interaction advances dialogue.

Studies conducted by Rybalko and Seltzer (2010); McAllister-Spooner (2009) reveal that one of the main dialogue principles used on Twitter by organisations was conservation of visitors. McAllister-Spooner (2009) established that organisations do not productively make use of all five dialogue principles on their social media, irrespective of the type of organisation. Similarly, research conducted globally showed that dialogue features are not fully employed on most websites without regard to the region (Kim, Nam & Kang 2010). The five principles that have been provided are going to aid this study in grasping the elements that are necessary for dialogue in the context of integrated organisational communication.The next section focuses on the discussion of diffusion of innovation theory.

3.7.4 Diffusion of Innovation theory

In discussing this theory, integration and adoption are going to be used interchangeably. Diffusion of innovation theory is fundamental for the integration of a new technology such as social media as part of communication in non-profit organisations (Rogers 2003:14). There are five stages that a non-profit organisation must go through, which are knowledge, persuasion, decision, implementation and confirmation in adopting innovative technology (Greenhalgh, Robert, Macfarlane, Bate & Kyriakidou 2004:582). The five stages provided by the diffusion theory assist this study in grasping stages which the integration of new technology goes through in an organisation. Given that social media is the new technology that is integrated with organisational communication at POWA, it is important that the five stages highlighted should be examined.

The potential user, be it an organisation or stakeholder is subjected to technological innovation in the knowledge stage. The information available to the individual or organisation regarding the innovation is still limited to considering whether to make a decision about adopting the latest innovation or not (De Civita & Dasgupta 2007). In the persuasion stage, the individual or organisation become interested in the innovation and seeks to investigate more about the innovation (Rogers 2003:16).

Decision-making is the third stage of the adoption process. In this stage, the person or the organisation chooses to take up the innovation or reject it (Greenhalgh et al 2004).

All the advantages and disadvantages associated with the innovation are considered in the decision-making stage. The fourth stage is the implementation where the person puts the practice into innovation (De Civita & Dasgupta 2007). The contextual situation of the individual determines the use of the innovation. Confirmation is the final stage of the adoption process where finalisation of the decision to use the innovation is made (Rogers 2003:17).

There are five important elements in the decision-making stage for the organisation to adopt or reject the innovation (Rogers 2003:18). These five elements consist of relative advantage (making use of new technology rather than old technology), compatibility (with practices in existence), ease of use (the extent to which the innovation is challenging to understand and to put into practice), observability (advantages associated with the new technology) and trial ability (the extent to which experiments on a limited basis can be performed on the new technology (Greenhalgh et al 2004).

It is likely for non-profit organisations to adopt social media if the innovation delivers a relative advantage, is compatible with its organisational communication media, is not challenging to put into practice and its benefits are notable (De Civita & Dasgupta 2007). According to Rogers (2003:16), "trial-ability is the degree to which an innovation may be experimented with on a limited basis". The trial-ability element is not regarded as a notable barrier, given that social media is free of charge and extensive (Rogers 2003:18). On that account, the five stages of decision making that have been highlighted are going to assist this study in grasping the necessary stages that are followed when social media is adopted and integrated with organisational communication. The next section will direct its attention to the discussion of social media engagement theory.

3.7.5 Social Media Engagement Theory

Social media engagement theory envisages that user engagement is determined by the experience of the user, which includes social interaction among various users and the technical characteristics of social media (Di Gangi & Wasko 2016:3).

It is imperative to understand user engagement since it is central to the theory. Although there is consensus that engagement is significant to the theory, literature highlights that there have been various discussions to date regarding its definition (Hwang & Thorn 1999; O'Brian & Toms 2008; Ray, Kim & Morris 2014).

O'Brian and Toms (2008) posit that user engagement can be defined as a type of experience by users, whilst various scholars define it by means of a traditional approach such as association (Hwang & Thorn 1999), and contribution (Claussen, Kretschmer & Mayrhofer 2013; Lehmann, Lalmas, Yom-Tov & Dupret 2012).

This suggests that engagement is a psychological state and behaviour. Ray et al (2014:531) agree and define engagement as "a holistic psychological state in which one is cognitively and emotionally energised to socially behave in ways that exemplify the positive ways in which group members prefer to think of themselves". As shown, the definition is ambiguous and it is still defined as a section of user experience, behaviour and a psychological state (Di Gangi & Wasko 2016:3).

Ray et al (2014:531) argue that user engagement is dependent on an individual's excitement, curiosity and enthusiasm to participate. Personal meaning is also a crucial component of user engagement and this relates to the extent to which a user recognises that he or she is addressing personal needs, principles and concerns (Santosa, Wei, & Chan, 2005:361). This implies that users who recognise their association with elevated intensity, get the impression that social media is meaningful from their viewpoint, and they will be more willing to participate, retrieve and search content (Ray et al 2014:531). In view of the aforementioned, it is likely to infer that there is higher user engagement once an organisation underpins the formation of user experience that fulfils the user's needs (Di Gangi & Wasko 2016:4).

The theory of social media engagement theoretically underwrites this study as it accounts for the part played by technology in advancing social interaction amongst users that are not within the same vicinity (Di Gangi & Wasko 2016:4). In addition to that, the theory assists in guiding this study by highlighting the importance of user engagement especially in the context of POWA and its stakeholders.

A summary of social media theories is outlined in Table 3.1 below to highlight the main premise of each theory.

Table 3.1 Summary of social media theories

Theory	Main focus
Social penetration theory	The theory concentrates on the growth of a relationship between various parties involved in interpersonal communication. The growth of a relationship is underpinned by self-disclosure. Communication technologies used by non-profit organisations, such as social media, facilitates the development of relationships and self-disclosure. The establishment of a relationship between POWA and its stakeholders is essential in the organisation by acquiring more information regarding its stakeholders, which plays a role in informing it on how to sustain these relationships.
Media multiplicity theory	Attention is directed to the various types of media used by the organisation to sustain its relationships with stakeholders. POWA needs to maintain continuous relationships with various stakeholders in their organisational communication.
Dialogic theory	The theory emphasises on a two-way communication system, which involves dialogue as a basis for an organisation to build a relationship with its stakeholders. POWA needs to have two-way communication with its stakeholders in order to strengthen their relationships.
Diffusion of innovation theory	The focus is the integration of new communication media with traditional media. The theory provides various stages, which an organisation must go through when adopting social media into organisational communication. In addition to that, there are five elements which assist in the decision making stage. POWA has integrated social media with its organisational communication and it has gone through the stages as provided by this theory.
Social media engagement theory	The theory concentrates on social interaction between the organisation and its stakeholders that is underpinned by social media. The basis for user engagement has been highlighted by the theory. It is crucial for POWA to interact with its stakeholders in its organisational communication to build and sustain relationships with them.

Source: Asorwoe (2017), Lahman (2017), Bankert (2014), Brown (2015) and Roback (2017)

Having delved on social media theories, the next section focuses on the discussion of using social media in a non-profit organisational context.

3.8 Using social media in a Non-profit organisational context

Greenberg and MacAulay (2009:64) indicate that on the 14th of April 2009, an Australian actor, Hugh Jackman, made an announcement on his Twitter page regarding the donation of AUS $100,000 to charity, and this created attention in non-profit and entertainment industries. The charity organisation used its Twitter account to advance its cause, using less than 140 text characters, which convinced Hugh Jackman of the worthiness of the organisation's cause and prompted him to make the donation (Greenberg & MacAulay 2009:64). Even though it is considered the first time social media played a role in igniting a philanthropic initiative, it is important to note that it was not the first time social media was used by a non-profit organisation to promote its cause (Greenberg & MacAulay 2009:64). In this instance, social media proved to be far reaching while at the same time providing new and creative ways for non-profit organisations to interact with stakeholders (Meredith 2012). Social media also comes with an opportunity for interpersonal engagement, interaction and two-way communication for non-profit organisations (Lovejoy & Saxton 2012:3). It is recommended that every organisation have a social media presence regardless of size or distinction (Bergstrom & Backman 2013).

It is good news to non-profit organisations that most social media platforms are free or relatively cheaper than traditional media (Bartow 2017:26). Although social media is cheaper for non-profit organisations, most of them do not have resources and knowledge to make use of social media in a manner that delivers the best results (Young 2012). Conway (2014:10) states that social media is beneficial and powerful to communication if it is used correctly. Non-profit organisations make use of social media to link with supporters, to get new donors and volunteers to advocate for new events, to engage with communities, to educate and source funding (Conway 2014:11). The following sections highlight how social media can be utilised in communication functions within a non-profit organisation.

3.8.1 Social media and public awareness

The use of social media is very influential in keeping the public informed on current and future events. Several non-profit organisations cut costs on advertising, which uses expensive media by advertising on social media platforms like Facebook (Petersen 2014:9). Such is the difference between social media and traditional media consisting of television, print and radio, which non-profit organisations exclusively used in the past for advertising to raise public awareness with various stakeholders (Xie & Lee 2015:3). According to Joyce (2011:18), public awareness allows risk-mitigating measures to be put in place before disaster happens. Asorwoe (2017:29) conducted research on non-profit organisations in Florida in the United States of America (USA) and found that the use of social media was influential in promoting events of these organisations.

The study further showed that public awareness in connection with charitable events focused on areas such as education, income and health was due to effective communication done via social media (Asorwoe 2017:1). Ronnols (2016) did a study that proved that the Swedish Society for Nature Conservation in Sweden, a non-profit organisation, used Facebook effectively to inform, empower and raise awareness on their charity work. In view of the above, it is clear that non-profit organisations do benefit from the use of social media for publicity. This study aims to explore how POWA integrates social media with organisational communication for the purpose of public awareness among others.

Bhukari (2014) highlights that through social media; it becomes easy and convenient to track the effectiveness of projects or services rendered to the public. Sümnig et al (2018) conducted a study which showed that 7.5% of donors were attracted by social media to donate blood. This implies that social media is very influential in fostering public awareness. In addition, Han and Himelboim (2013) confirmed in their study that Twitter was useful in creating public awareness for cancer patients. From this study, it was found that Twitter users managed to socialise and learn from each other just from exchanging information (Han & Himelboim 2013). Given this discussion, it is clear that social media is a necessary aspect in creating public awareness in the context of non-profit organisations.

The discussion in the next section focuses on explaining social media and community engagement as a function of communication in non-profit organisations.

3.8.2 Social media and community engagement

Social media sites such as Facebook, Twitter, YouTube and LinkedIn have instituted new mechanisms for organisations to accelerate community engagement in their quest for relationship building (Briones Kuch, Liu & Jin 2011; Miller 2011; Auger 2013). As social media facilitates information sharing in real-time, this assists non-profit organisations to engage with current and potential stakeholders and donors (Kanter & Fine 2010; Kaplan & Haenlein 2010). Social media fosters social engagement that is interactive, dynamic and decentralised, whilst at the same time it is less costly to implement compared to traditional media (Safko 2010; Mansfield 2011).

Examples of social media sites that are currently being used by non-profit organisations consist of Twitter, Facebook, Instagram, LinkedIn and YouTube among others (Asorwoe 2017:27). Social media has not replaced traditional media, but has instead been integrated with it, such as telephone, direct mail and door-to-door campaigns that were used in the past by non-profit organisations to engage with stakeholders (Asorwoe 2017:27). A non-profit organisation called WaterAid used Instagram in its Malawi project to engage its stakeholders regarding the status of the project (Milde & Yawson 2017:21). The organisation used a certain hashtag when posting live updates in connection with the project and this directed traffic to the organisation's website where direct communication took place and feedback provided (Milde & Yawson 2017:21). Thus, social media enabled the organisation to convey instant reports in connection with progress on the project.

Cho, Schweickartb and Haasec (2014) express that social media is not only cheap to implement but provides a rather cheaper mechanism which assists organisations in promoting interactive communication while being able to mobilise the community swiftly. The idea of social media being low cost, simple to learn and requiring a small investment and infrastructure makes it the most captivating media for sharing information when engaging with the community (Waters et al 2011; Smitko 2012; Guo & Saxton 2014).

Asorwoe (2017:28) indicates that non-profit organisations have integrated various social media platforms with organisational communication to enhance overall stakeholder dialogue, whilst at the same time assembling a network of followers.

Lovejoy and Saxton (2012:3) expressed that Twitter and Facebook are examples of social media that is used by large non-profit organisations when engaging with the community. It is still not clear from existing literature how and why non-profit organisations use social media (Asorwoe 2017:28), and this is why this study seeks to investigate the integration of social media with organisational communication. Auger (2013) believes that non-profit organisations use Facebook for two-way communication and to link and engage with the community. Similarly, Briones et al (2011) demonstrate that Facebook and Twitter were used as two-way communication by the American Red Cross to engage with the community. Nonetheless, Waters et al (2011) argue that non-profit organisations use Facebook as one-way communication, which is to share information. Likewise, Muralidharan, Rasmussen, Patterson and Jae-Hwa (2011) point out that an assessment of Twitter and Facebook that was carried out following an earthquake in Haiti depicted that social media was only used for one-way communication, as opposed to the expected two-way communication. In a similar fashion, Briones et al (2011) established that social media is mostly used in one-way communication, rather than for two-way communication.

According to Asorwoe (2017:29), most of the studies revealed that in community engagements, social media is used by non-profit organisations for one-way communication where its function is mainly to share information and to keep the community updated on any developments. This is in contrast to a handful of cases where social media is used for two-way communication as a means to engage and interact with the community (Auger 2013; Briones et al 2011). Attention will be directed at the discussion of social media and fundraising (crowd funding) as a function of organisational communication in non-profit organisation.

3.8.3 Social media and fundraising

Mosley (2011:435) suggests that charitable donations are the main source of funding for non-profit organisations used for numerous activities consisting of administration and programs, in an endeavour to accomplish their missions.

Fundraising is a crucial element for non-profit organisations given that their success is based on the achievement of their mission, facilitated by funds from fundraising (Gordon, Knock & Neely 2009; Cummings, Dyball & Chen 2010).

Fundraising is a fundamental activity for non-profit organisations and has a bearing on its undertakings and stability (Chin 2011). It is important to note that the major challenge for leaders and management teams in various non-profit organisations is fundraising (Tinkelman & Neely 2011). Non-profit organisations that depend on a single source of funding, encounter many challenges (Chin 2011). This is due to the dependence on a single source of funding, such as a government grant or a foundation grant which could be depleted (Briones et al 2011). In addition, fundraising used to be conducted by non-profit organisations through mailing letters directly to the donors (Williams 2015), phone solicitations and door-to-door campaigns whereby volunteers would seek donation from their neighbours for charity (Milde & Yawson 2017:20). This is the manner in which fundraising was performed using traditional media. But with the advent of social media, non-profit organisations have seen the value of using new technologies in conjunction with traditional media for conducting fundraising where various social media platforms such as Facebook and Twitter among others are used (Di Lauro, Tursunbayeva & Antonelli 2019).

One of the major issues that various non-profit organisations encounter is fundraising to support their missions (Chin 2011). Therefore, diverse sources of funding are a strength for non-profit organisations (Asorwoe 2017), including the numerous strategies applied in fundraising (Hughes & Palen 2009). New opportunities for fundraising have been created for non-profit organisations with the emergence of social media (Milde & Yawson 2017:24). There is a noticeable increase in the use of social media for fundraising, given that it assists in intensifying public awareness and advance improved customer relationship management (Auger 2013; Cho et al 2014).

The use of social media assists in communication and consolidation of relationships between non-profit organisations and donors (Jossey-Bass, Le Roux & Goerdel 2009; DiStasio, McCorkindale & Wright 2011). Asorwoe (2017) stated that there is an absolute effect on the productiveness of fundraising for non-profit organisations.

The level of success in fundraising is higher for non-profit organisations that use social media, than for those that do not use social media (Milde & Yawson 2017:21). It is apparent that social media platforms such as Twitter, Facebook and Instagram have provided an effective forum for non-profit organisations to further their mission and to enlarge their base of donors (Milde & Yawson 2017:22). It is crucial to take into consideration that the use of social media by non-profit organisations is dependent on "perceived donor use of social media, the use of social media, fundraisers' ages and size of the fundraising department" (Lord 2009:1). The next subsection will concentrate on the discussion of social media and non-profit advocacy as a function of communication for non-profit organisations.

3.8.4 Social media and non-profit advocacy

Research shows that several studies have been conducted on non-profit organisations' use of social media for advocacy (Edwards & Hoefer 2010:221; Guo & Saxton 2010; Greenberg & MacAulay 2009:64). Most of the studies only examined the prevalence of social media and not how these organisations can use it (Guo & Saxton 2010; Edwards & Hoefer 2010). Asorwoe (2017:29) states that the adoption of social media by non-profit organisations have inspired advocacy, which is a critical activity in their operations. Social media is mostly used by non-profit organisations to foster their cause, to raise awareness regarding matters that are crucial to the stakeholder community and to establish a network of support for matters that affect local and national communities (Asorwoe 2017:29). Various social media sites such as Facebook, Twitter, LinkedIn and YouTube that are low cost, interactive and decentralised are some of the examples that are used by non-profit organisation for advocacy (Guo & Saxton 2014:60). This is in contrast to direct mail and telephone, traditional media platforms that are costly, non-interactive and centralised (Guo & Saxton 2014:60).

Bortree and Seltzer (2009) point out that social media platforms such as Facebook, were used to expose the cause of environmental matters in the study of fifty environmental advocacy groups that used social media. A study by Greenberg and MacAulay (2009:63) of 43 Canadian environmental non-profit organisations showed that they use social media such as Twitter, Facebook and blogs to share information

on environmental issues. Even though non-profit organisations started to use social media to improve communication, the aforementioned studies highlighted that advocacy organisations have not managed to reap the benefits of social media (Asorwoe 2017:29).

The aboriginal advocacy groups in Australia use social media, for example, blogs and e-petitions to promote their cause and to bring attention to their fight for rights to a broader audience (Petray 2011). Current studies have investigated why and how non-profit organisations use social media and revealed fascinating outcomes (Asorwoe 2017:30). The analysis by Auger (2013) on anti-gun control and pro-choice versus pro-life, which were considered polar opposite provide interesting insights (Asorwoe 2017:30). The outcome was that social media was used by non-profit organisations to attract loyal groups and keep followers (Auger 2013). Whilst Facebook is used more often for two-way dialogue, Twitter was used to demonstrate gratitude and allegiance by followers, and YouTube was used to transmit videos that triggered sensitivity towards their cause (Auger 2013).

Social media is used by non-profit organisations as a mechanism for establishing alliances to advocate for causes (Asorwoe 2017:30). A study conducted by Obar, Zube and Lampe (2012) on 53 non-profit advocacy groups in the USA revealed that social media was used to improve civic involvement. Non-profit organisations use social media to address activism on grassroots campaigning, public events and political action for registration and education of voters (Guo & Saxton 2014:61). Social media has been used by environmental non-profit organisations to establish coalitions, educate and offer advice to members on policy matters and opportunities related to advocacy (Miller 2011).

Thus far, it has been explained how social media could be used in the context of non-profit organisations. It is important to emphasise how integration of social media with organisational communication is crucial to non-profit organisations.

The next section focuses on the reiteration on the importance of the integration of organisational communication.

3.8.5 Importance of the integration of organisational communication

The discussion of integrated organisational communication is crucial in this study, given that it aims to synchronise disjointed matters of organisational communication into a close-knit unit, which will eliminate fragmentation as discussed in Chapter 2, section 2.3 (Integrated organisational communication) (Angelopulo & Barker 2013:39). With the introduction of social media as a new component for organisational communication, it makes sense that coordination with traditional media is required to present a unified picture of the organisation to various stakeholders. Rehashing integrated organisational communication in this section emphasises its importance and helps to situate the discussion.

A comprehensive definition of integrated organisational communication was provided in Chapter 2, section 2.3 (Integrated organisational communication), where emphasis was on a cross-functional process of communicating consistent messages to stakeholders. It is apparent that integration is an essential element for organisational communication that focuses on fulfilling the ideology of coherence and uniformity in organisational communication (Johansen & Andersen 2012:272). It is worth mentioning that communication efforts are dependent on the incorporation of media used to send, receive and advance interaction in organisational communication (Johansen & Andersen 2012: 272).

It is confirmed that integrated communication is vital as an activity that takes place in internal and external organisational communication (Johansen & Andersen 2012). Put differently, integrated communication should be used within the organisation, in diverse management functions and outside the organisation where recipients of messages such as stakeholders are included (Swart 2018:32). In the study by Swart (2018:32), an effort was made to advance and to amplify these perspectives by identifying elements that non-profit organisations could utilise when integrating their organisational communication with social media.

In a more comprehensive investigation on integration of organisational communication by Rakić and Rakić (2014:187), the inclusive approach was underscored together with the way integration may be operationalised.

This approach was considered a focal point of the study by Swart (2018) on the integration of social media with organisational communication. Rakić and Rakić (2014:187) argue that integration of communication may arise with respect to media, communication methods, timing and possibilities for interaction, participants and content creation. This viewpoint was discussed by scholars who suggest that integration of organisational communication should take place by combining traditional and modern media, which specifically incorporate all possible categories of print, broadcast and social media (Leonardi et al 2013; Maenetja 2009; Swart 2018). Maenetja (2009:24) indicates that the environment in which modern organisations operate is susceptible to constant changes and non-profit organisations are not immune to it. Organisations are open to shifting trends in technology, this makes it imperative for integration of communication to be implemented to deal with those changes (Maenetja 2009).

Angelopulo and Barker (2013:40) highlight that with integrated communication, consideration is given to the integration of diverse communication activities within the organisation. This is done to manage amplified challenges of sustaining a good image of the organisation, while at the same time maintaining competitiveness in a constantly changing global environment. With a positive image established owing to integrated communication, an organisation would be able to establish significant relationships with all its stakeholders (Maenetja 2009:24). In accordance with Christensen, Morsing and Cheney (2008), the benefit of realising a holistic communication ideal is to enable the organisation to communicate extensively and comprehensively with its internal and external stakeholders.

3.9 Integration of social media with organisational communication

Leonardi et al (2013:15) argue that there is a need for an organisation to consider its organisational objectives when integrating social media in its communications. Depending on the objectives, aims and mission of an organisation, there may be a need for employees to be at the forefront of supporting social media used by the organisation (Connoly 2014:8). This implies that there is a need for involvement of all workers to ensure that social media integration yields fruitful results.

For example, Higherlife Foundation, a charity organisation in Zimbabwe has all its workers following the organisation's social media pages such as Facebook and Twitter (Higherlife Foundation 2020).

With the emergence of social media, focus has been turned to the coordination of organisational communication messages and its interaction with internal and external stakeholders (Rakić & Rakić 2014:187). Integrating social media with organisational communication is essential for various reasons. These reasons include a new generation of employees that anticipate social media to provide two-way communication and the expectation for global organisations to overcome difference in time and location (Korzynski 2013:975). Social media facilitates the interaction between individuals, and this makes communication a two-way process rather than traditional media where communication flows in a linear way. This supports the integration of traditional media and social media into organisational communication (Korzynski 2014:460).

In addition, Korzynski (2014:464) points out that, "Many broad business goals, such as better access to expertise, increased knowledge sharing and increased innovation, are served by internal social technologies". On the other hand, Oliveira, Melo and Goncalves (2016:287) note the importance of training employees in organisations on the use of social media before integrating it with organisational communication, for example, how to interact with audiences, how to measure, analyse and interpret social media trends. This is based on a study that researchers conducted at European Journalism Observatory (EJO), where social media training for EJO auditors was provided (Oliveira et al 2016:287). The authors highlight that there was an improvement in the quality of articles that were shared online by the organisation and that social media sites of the organisation (Facebook, Twitter, Instagram) improved in terms of visibility and that there was an overall increase of the number of visits on the EJO social media sites (Oliveira et al 2016). It is these reasons that can allow one to argue that it is important for non-profit organisations such as POWA to take into consideration the manner in which social media is integrated with organisational communication for the betterment of communication with its stakeholders (Swart 2018:32).

A discussion on the proposed criteria for social media integration that POWA can implement will follow in the next subsection, with a summary of proposed criteria for integration of social media with organisational communication in Table 3.2.

3.10 Proposed criteria for integration of social media with organisational communication

The criteria proposed for integration of social media with organisational communication is essential for two reasons. Firstly, the criteria can be used by non-profit organisations as a guideline to integrate social media with organisational communication. Thus, it is vital to note that in this study, the proposed criteria will be empirically tested in the POWA context. Based on the results of the study, the criteria will be refined further to provide a framework to POWA for integration of social media in their organisational communication. The criteria can be used as a yardstick to establish whether a non-profit organisation such as POWA has achieved its objectives of integrating social media with organisational communication.

It is through this measurement that modifications can be made to POWA's integrated organisational communication to ensure that it is in line with the criteria proposed in this study. In keeping with the requirements of the case study approach, findings of this study can only be generalised to POWA. The proposed criteria has several elements, namely communication strategy, communication policy, interdependence, vertical integration, horizontal integration, external integration, communication coordinator, database-centric communication approach, communicating coherent messages and cross media planning. These elements are discussed in detail in the next section.

The aforementioned elements informed the development of measuring instruments which were used in this study. Therefore, the empirical part of the study coupled with the measuring instruments is based on these criteria. Finally, the proposed criteria are made based on the literature review presented thus far.

The second reason for the proposed criteria relates to limited evidence in literature of viable criteria that can be used to integrate social media with organisational communication, especially in the context of a non-profit organisation.

Given that there is a dearth in literature with reference to the criteria for social media integration, discussions from various authors in existing literature have been used to propose the criteria for social media integration in the subsequent section (Gronstedt 2000; Duncan 2001; Ehlers 2002; Niemann-Struweg & Grobler 2007; Villarreal 2010; Cornelissen 2011; Angelopulo & Barker 2013; Frandsen & Johansen 2017; Heide et al 2018).

Table 3.2: Proposed criteria for integration of social media with organisational communication

Criteria	Description
Communication strategy	Communication strategy must be coherent with organisational strategy.
	There should be alignment of the communication strategy with the organisational strategy to promote interdependence.
	The silos within the communication department should be eliminated to foster integration of social media with organisational communication.
	There should be support of the communication strategy from top management.
Communication policy	Specific instructions contained in the communication policy on how to use social media with traditional media in organisational communication.
	Organisational communication through social media and traditional media must be signed off by the communication coordinator to ensure coherence of messages communicated.
Interdependence	Interdependence provides a foundation for integrated communication as a concept, by coordinating communication engagements, together with the entire network of stakeholders.
Vertical integration	Engage in a two-way, direct and frequent communication between employees and senior management.
Horizontal integration	There must be integration of organisational communication across the functions, the business and regions.
	Changes communicated in one department must be coordinated in all the departments.
External integration	Ensure that all the communication sent to external stakeholders is integrated to avoid inconsistent messages.
Communication coordinator	The communication coordinator must be responsible for editing and providing signoff of the messages that are communicated on social media and traditional media.
	Organisational communication managed from a central structure by the communication coordinator.
Database-centric communication approach	Communication strategy, the communication policy, stakeholders' information and messages communicated internally and externally using social media and traditional media must be stored in the database.
	Employees must study the communication strategy and the communication policy to adhere to direction and instructions on integration of organisational communication.
	Periodic reviews to ensure employees adhere to direction and instructions of integration.
Communicating coherent and	Communication of coherent messages is used as a measure of social media integration with organisational communication.

consistent messages	Messages disseminated to stakeholders must be consistent to portray a unified image of the organisation.
	Periodic reviews must be implemented to ensure the organisation communicates consistent messages to both internal and external stakeholders.
	Cross-media planning must be developed and implemented to ensure the organisation delivers consistent messages.
Cross media planning	Existence of relations among distinctive sections of the organisation should be fostered to accomplish authentic integration.
	Various departments must work in harmony to drive one mission and one vision of the organisation.
	Instructions on the implementation of cross media planning must be detailed in the communication policy and standards.

The next subsection focuses on the discussion of the elements presented above.

3.10.1 Communication strategy

Communication strategy strives to make certain that all communication efforts within a non-profit organisation are aligned with the overall organisational strategy as discussed in section 3.5.1.1 (Communication strategy) (Heide et al 2018:452). As such traditional media and social media ought to be integrated to ensure that they are in line with the strategic goals of the organisation. To achieve the organisational goal of communicating the same message to all stakeholders requires devoted planning by the communication department (Cornelissen 2011:85). It is thus imperative within the context of this study for a non-profit organisation's communication department to have a communication strategy which is aimed at breaking down communication silos within the communication department and other departments.

It is through a communication strategy that an integrated framework is created which fosters the integration of social media with the organisational communication, thereby eliminating fragmentation (Frandsen & Johansen 2017:252).

For a communication strategy to work smoothly, it must receive support from top management within the organisation. The communication department should present its communication strategy to top management in a manner that is aligned to the overall organisational strategy to gain support from them (Heide et al 2018:452). The rationale being, if the overall organisational strategy is translated into a communication strategy, it is viewed as being supportive of top management's plans.

Thus, it becomes easy for top management to support a communication strategy on account that it is in line with the overall organisational strategy.

Moreover, all employees within the communication department should be encouraged to constantly study the organisational communication policy and communication strategy (Frandsen & Johansen 2017:252). This will assist in ensuring that employees are clued up in connection with the integration of social media with organisational communication. It can be summed up therefore that one of the first criteria of integrating social media with organisational communication is the presence of a communication strategy aligned to the overall organisational strategy. Another criterion is the existence of a communication policy, which goes hand in hand with the overall communication strategy as explained in the next section.

3.10.2 Communication policy

Just as a communication strategy is a plan for communicating with the intended target audience, a communication policy sets the expectations and manages the flow of communications both inside and outside the organisation (Heide et al 2018:452). An official document that lays down guidelines on how communication should be undertaken in an organisation (Mansell & Raboy 2014). Communication policy is there to support the communication strategy from top management. It is therefore important for an organisation to have a communication policy in place so that the responsibility of the communication function of the organisation is clearly stipulated, which in turn will ensure transparent and consistent flow of information in the organisation (Heide et al 2018), as discussed in Table 3.2. The next section discusses interdependence as a way in which different departments in an organisation can work together as one.

3.10.3 Interdependence

Interdependence creates a platform for integrated communication through synchronisation of communication efforts with all the organisation stakeholders as discussed in Chapter 2, Table 2.4 (Fundamental elements for organisational communication integration). It coordinates communication engagements amongst the different departments together with the entire network of stakeholders (Angelopulo & Barker 2013).

This means that POWA will have to work as a team and incorporate all communication and engagements amongst the different departments to ensure successful integration. Communication will play a key role amongst the different departments for them to function properly, which leads to the next discussion on vertical integration.

3.10.4 Vertical integration

It is important to note that the linkage between organisational strategy and communication strategy is made possible through vertical integration, which was discussed under Gronstedt's (2000) three-dimensional model in section 2.3 (Integrated organisational communication). Vertical integration involves a two-way communication in which management communicates the organisational strategy to employees in various departments and the departmental strategy is communicated to top management (Gronstedt 2000:15). This means that there is two-way direct and frequent communication between employees and management, which is crucial in order to ensure that these internal stakeholders are satisfied and informed on the overall vision and mission of the organisation. This also goes for the importance of ensuring horizontal integration, which is discussed next.

3.10.5 Horizontal integration

Horizontal integration is the integration of different systems to enable communication between the different departments in an organisation (Tabim, Ayala & Frank 2021:3). It relates to the integration of organisational communication across the functions, business and regions as discussed under the models for integrated organisational communication in section 2.3.1. The next subsection touches on the importance of external integration.

3.10.6 External integration

According to Gronstedt (2000:15), the three-dimensional model as discussed in section 2.3.1.1 (External integration) relates to the type of interaction with the organisation's stakeholders. Communication with all stakeholders must be integrated to ensure consistent messages. This can be done through ensuring that POWA employees are trained and supported by senior management through a process of integrated vertical communication as discussed in subsections above.

3.10.7 Communication coordinator

In an endeavour to ensure that social media is integrated with organisational communication, a communication coordinator must be appointed by a non-profit organisation within the communication department. This is informed by the discussion of an integrator or a team of integrators in Chapter 2, section 2.3 (Integrated organisational communication). A communication coordinator must be tasked with ensuring that internal and external communication on social media and traditional media is integrated. This can be achieved through editing and provision of final approval for all communications, whether done via social or traditional media.

A communication coordinator would be responsible for overseeing overall organisational communication matters to ensure that communication on social media and traditional media is coordinated as this promotes consistency in messaging. A communication coordinator performs the same function as an integrator that is discussed by Angelopulo and Barker (2013), as one of the elements for integration of organisational communication (See Chapter 2, Table 2.1: Fundamental elements for integration of organisational communication). An integrator is a person responsible for synchronising communication engagements within the organisation (Ehlers 2002). Therefore, a communication coordinator will have an additional role of ensuring the integration of social media with organisational communication.

Moreover, communication integration needs a central structure to coordinate all communication activities and it is the responsibility of the communication coordinator to monitor POWAs central structure. It is plausible to argue that within the context of a non-profit organisation, it is imperative for a communication coordinator to be responsible for all communication activities within a central area. This assists in ensuring that organisational communication is integrated irrespective of the media used. The next subsection will focus on a discussion of a database-centric communication approach.

3.10.8 Database-centric communication approach

A database-centric communication approach relates to the creation of a database for storage of organisational communication policy and standards, communication strategy, stakeholder information, internal and external communication disseminated using social and traditional media (Breakenridge 2012:62). The database must be maintained in a central location within the non-profit organisation network and can be accessed by every employee within the communications department using a password. Every employee responsible for either internal or external communication must check on the database before broadcasting a message to ensure that it relays a consistent message across all media platforms. The use of a database centric communication approach is similar to the maintenance of a database that was discussed by Angelopulo and Barker (2013) as a fundamental element for integration of organisational communication in section 2.4 (fundamental element for integration of organisational communication). A database is a set of data that is grouped in a central location that is accessible to all employees within the communication department, it is one of the critical components of the model proposed by Ehlers (2002) for structuring integrated communication. Breakenridge (2012:62) insists on the importance of a common sharing system comprising of universal calendars to depict affairs, universal keywords and varying focus areas of other departments that could be communicated through social media and traditional media. A database-centric communication approach is premised on a central structure where all communication activities are stored, accessed and managed.

This assists in ensuring that communication to be disseminated on social media is similar to other media used by POWA, thereby ensuring the integration of social media with organisational communication. It is therefore logical that within the context of this study, non-profit organisations should make use of a database-centric communication approach to ensure that communication is centralised, shared and integrated. Table 3.2 illustrates the proposed criteria for the integration of social media with organisational communication.

3.10.9 Communicating coherent and consistent messages

The main idea for integrating social media with organisational communication is to ensure that the organisation's messages are in harmony and consistent. This is informed by message consistency which involves the dissemination of coherent messages in order to depict a unified non-profit organisation as discussed in chapter two, section 2.3 (Integrated organisational communication) (Belch & Belch 2012:10). Since non-profit organisations perform various communication functions in an endeavour to pursue their agenda, it is essential that these messages are distinct, coherent and convincing. To deliver coherent messages with traditional media and social media, Villarreal (2010:1) argues that standards should be put in place regarding the manner in which organisational messages are planned and communicated. In the context of this study, coherent messages must be disseminated in all communication functions regardless of whether traditional media or social media was used. This can be achieved through integration and a periodic review of all messages communicated. The next subsection focuses on the discussion of cross media planning.

3.10.10 Cross media planning

Since one measure for social media integration has been identified as message consistency, attention is directed at how to make certain that consistent messages are delivered. It is the responsibility of traditional media personnel and social media personnel to ensure that messages that are disseminated by the organisation are coherent. As such, cross media planning must be conducted by personnel that are responsible for disseminating organisational communication using both traditional and social media.

In view of the foregoing, it is crucial to have a centralised structure within the communications department to ensure that messages that are disseminated across all media platforms are consistent. It is important to note that cross media planning resembles qualities of cross-functional relations highlighted by Ehlers (2002:339) as explained in Chapter two, section 2.3.2 (Model for structuring integrated communication).

Although cross-functional relations involve synergism between employees in various departments, cross media planning encourages synergy between employees working with social media and traditional media (Ehlers 2002). It is this element of synergy in both concepts that ensures that organisational communication messages are coherent (Duncan 2001). It is therefore crucial that various departments work in harmony to drive one mission and one vision. It is through these relations that an organisation is able to accomplish authentic integration. Therefore, it is reasonable to suggest that in the context of this study, a non-profit organisation's communication department must engage in collective planning of message content for social and traditional media. The rationale is that communication is coordinated, thereby displaying a unified organisation to stakeholders and therefore eliminating fragmentation of organisational communication.

3.11 Summary

A definition of social media and its nature was provided, coupled with its history and growth. A discussion of social media in the context of organisational communication for non-profit organisations was stated. This assisted in depicting opportunities that social media provides for non-profit organisations after integration. Key building blocks of social media were examined extensively to highlight the importance of social media for organisational communication, especially in the context of non-profit organisations. It is vital for non-profit organisations to understand social media building blocks to be able to facilitate their integration with organisational communication.

Numerous social media theories were discussed to provide a theoretical foundation for this study and to explicate aspects that are crucial for the integration of social media with organisational communication.

A discussion of the integration of organisational communication in non-profit organisations was offered. In an effort to assist non-profit organisations with integration of social media with organisational communication, criteria were provided. These criteria emanate from the literature. It is essential to note that this criteria will be tested and further refined based on empirical evidence gathered. The next chapter addresses the methodology adopted for this study.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

This chapter provides an outline of the research methodology applied for this study. The research paradigm adopted is interpretivism, which will be explicated shortly after the introduction. The rationale for using this paradigm is its suitability for qualitative methods. A qualitative approach was adopted as the research design, it assists people to have a grasp of their social and cultural settings which is consistent with the case study approach that was followed in this study. This study seeks to explore the phenomena of the integration of social media with organisational communication. Given that the study is mostly exploratory in nature, it aims for rich, comprehensive and quality information to get a good grasp of the phenomena under study. Therefore, an outline of a single case study as the research approach that was adopted is provided. This approach enabled the researcher to explore social matters in a contemporary enclosed system. The reason for its selection is that it presents an opportunity to attain a comprehensive understanding of the research problem, and assists in narrating and explicating the problem (Baškarada 2014:1).

The data collection methods employed are qualitative, where numerous sources were used to enhance the quality of research findings through triangulation, as required in a case study. A purposive sampling method was used for selecting these sources, it was useful in identifying and selecting sources that are rich with crucial information for the study. A thematic data analysis method used will be elucidated in detail, followed by an elaboration regarding the manner in which reliability and validity for the research was assured. The population from which data was collected will be identified and pertinent ethical issues that are critical when dealing with research dealt with. Data analysis methods that were employed for this research are outlined. The research paradigm that was followed for this study will be discussed in the next section.

4.2 Research paradigm

A research paradigm is an essential construct or framework that is used as a standard in organising observations and logic (Babbie 2013:58; Saunders & Lewis 2018:106). In research, there are two main paradigms, namely positivism and interpretivism (Bryman et al 2016:31). The distinction between the two research paradigms can be explicated through their ontological and epistemological viewpoints. Ontology refers to the study of reality that is interested in what is practicable to know regarding the world (Creswell 2013:20). It therefore follows that an assumption of multiple realities was embraced in this study since it followed a qualitative research approach (Creswell 2013:20). Epistemology on the other hand is expressed as the course of action that can be employed to acquire understanding of the phenomenon and relates to the type of methodology and data collection methods used in a study (Bryman et al 2016:12).

Positivism is an epistemological perspective which concentrates on the significance of objectivity and proof when investigating the truth (Babbie & Mouton 2011:49; Saunders & Lewis 2018:107). Evidence and value are clear under positivism and this makes it feasible to perform an objective and value free investigation (Al-Saadi 2014). The data collection under positivism is limited to observable behaviour in which the researcher is separated from the study to assert the objectivity of the study. This implies that, according to positivism, reality is concrete and objective (Kroeze 2012:48; Wegner 2020:17). Nonetheless, this contrasts with interpretivism in that the latter "focuses on reality as a human construction which can only be understood subjectively" (Kroeze 2012:47). Positivism is therefore suitable for quantitative research on account that it is objective and reality is viewed as concrete (Bryman et al 2016:31). This makes it unsuitable for this study, which is qualitative in nature, implying that it is subjective and reality is viewed as uncertain and therefore, ascribe to interpretivism (Bryman et al 2016:31). Interpretivists are at the outset entrenched in their belief that methods employed to comprehend knowledge in connection with human and social sciences are not the same (Bryman et al 2016:31; Sanders & Lweis 2018:109). This is because human beings interpret their world and take action because of their interpretation (Hammersley 2013). Interpretivists adapt a relativist ontology where numerous interpretations are derived from a single phenomenon instead of a truth that can be ascertained through a mechanism of measurement (Babbie 2013).

Practically, through the adoption of an interpretivist approach, a researcher can acquire a comprehensive understanding of the phenomenon and its intricacies in its distinctive context rather than attempting to hypothesise the base of comprehension for the entire population (Creswell 2014). Hammersley (2013) adopts the same perspective by stating that interpretivists must attempt to comprehend different ways of viewing and experiencing the world through diverse cultures and contexts. Interpretivists must also make efforts to refrain from the bias associated with using their own interpretations to study events and people.

It is imperative to grasp the link between the research paradigm and the research method as this assist in selecting the appropriate approach for the research methodology (Creswell 2014). Various researchers are of the opinion that interpretivism principally makes use of qualitative methods as its research methodology (Ritchie, Lewis, MacNughton & Ormston 2013:32). According to Ritchie et al (2013), interpretivists tend to favour qualitative methods such as case studies and ethnography. This implies that qualitative methods frequently provide useful reports that are essential for interpretivists to have a thorough understanding of the phenomena (Ritchie et al 2013). According to Tracy (2012), qualitative methods are approved by interpretivists as the interpretive paradigm portrays a world in which reality is socially constructed, complex and ever changing.

The attribute of interpretivism in the adoption of qualitative methods to deal with reality is at variance with the positivist paradigm (Creswell 2014). The positivist paradigm frequently underpins quantitative methods given that it tends to view the world by way of observable and measurable reality (Bryman et al 2016). It is palpable that interpretivists strive for methods that facilitate them to have a good grasp of the depth of the relationship human beings have with their environment and the role of humans in establishing the social fabric that they form part of (Tracy 2012). Thus, interpretivists choose not to use a research methodology that provides objective or accurate information (Creswell 2014). Interpretivists view the world by means of a series of individual eyes and select participants that have their own interpretations of reality to incorporate the worldview (Tracy 2012).

Babbie and Mouton (2011:33) suggest that the premise for interpretivism lies in that people participate in the process of understanding their world and data collection process and is not limited to observable conduct as it includes descriptions of people's aims, meanings and rationales. Interpretivism and qualitative methods are useful for investigating reality (Creswell 2014). It is important to note that the goal of an interpretivist researcher is to get a grasp of multiple realities and the meaning that is assigned by people to those realities (Kroeze 2012:48). This is achieved by getting close to the research subjects and observing the world from their viewpoint (Babbie & Mouton 2011:33). This study seeks to comprehend human behaviour instead of explicating it.

It is through the endorsement of the interpretivist viewpoint that this study attributes to the concept that any phenomenon regarding the integration of social media in organisational communication can be grasped through examining meanings constructed by the society and that data collection must not be limited to visible behaviour. Moreover, concepts such as organisational communication are found in the field of social sciences, which ascribe to the notion that there is no one reality and meanings are socially constructed. A summary of the most important differences between interpretivism and positivism in terms of applicability to this study is provided in Table 4.1 below, based on Bryman et al (2016:31) and Lichtman (2014:17).

Table 4.1: A summary of the differences between interpretivism and positivism

	Interpretivism	Positivism
Ontological assumptions	Multiple created realities	Reality is true and comprehensible
Epistemological assumptions	Subjectivist: Findings are generated	Objectivist: Findings are a matter of fact
Research approach	Qualitative	Quantitative

Source: Bryman et al (2016:31) and Lichtman (2014:17)

Having explained the research paradigm, the next section examines the research approach.

4.3 Research approach

A research approach relates to techniques and conventions that are employed by the researcher to shift from the paradigm to the empirical world (Denzin & Lincoln 2017). A research approach consequently gives guidelines on procedures to be adhered to when formulating a research design (Creswell 2014). There are two types of research approaches that can be used in research, namely quantitative and qualitative (Bryman et al 2016:31).

A quantitative research approach illustrates that the world is real and the validity in connection with reality can only be demonstrated by way of computing attributes of a phenomenon by making use of quantitative measurements (Walliman 2011:75). It is evident that the quantitative method underscores quantitation in data collection and its analysis (Creswell 2014:157). It is important to note that a deductive approach in connection to the relationship that exists between theory and the study is the fundamental orientation for this approach (Lichtman 2014:17). A deductive approach refers to an approach adopted in quantitative research, which put importance on the testing of theories (Bryman et al 2016:31). This contrasts with an inductive approach adopted for qualitative research where importance is placed on the generation of theory (Lichtman 2014:17).

A quantitative research approach is not appropriate for this study as it emphasises the testing of theory in the investigation of concepts such as organisational communication and social media as guided by the deductive approach. Nonetheless, these concepts require the construction of meaning from data collected and this is outside mere quantification of observable behaviour that is championed by positivists (Bryman et al 2016:31). This is also in contrast to the principles and customs of natural sciences, therefore this study adheres to a qualitative research approach. An examination of the qualitative research approach and a comprehensive motivation for its adoption for the study is provided in the next section.

4.3.1 Qualitative research approach

This study is conducted in accordance with the qualitative research approach guided by the interpretivist paradigm that is explicated in section 4.2 (Research paradigm). According to Denzin and Lincoln (2017), qualitative research entails an interpretive and naturalistic approach. This means that "qualitative researchers study things in their natural settings, attempting to make sense of or to interpret phenomena in terms of the meanings people bring to them" (Sensing 2011:57). Qualitative research seeks to investigate and unearth current matters, because there is limited information on the problem (Yingjun & Indra 2014:75). In most instances, there is normally uncertainty in connection with dimensions and characteristics of a matter (Yingjun & Indra 2014:75). As a result, qualitative research makes use of 'soft' data and it attains 'rich' data, which assists in bringing the full context of the problem to the fore (Yingjun & Indra 2014:78). In the opinion of Myers (2019:12), qualitative research is formulated to assist researchers to have a better understanding of people together with the social and cultural circumstances that they live in. Moreover, an understanding in connection with the phenomenon is provided through qualitative research from the perspective of research subjects (Grbich 2013).

Bryman et al (2016:31) opine that qualitative research generally put emphasis on words when data collection and analysis is performed. An inductive approach is underscored in qualitative research whereby generating a theory is emphasised instead of proving it (Bryman et al 2016:31). Qualitative research places emphasis on interpretation of the social world by individuals in an attempt to resolve the research problem (Apuke 2017:42). As such, this highlights the attachment of the researcher with the participants (POWA employees), and the collection of data which goes beyond merely observing behaviour to inclusion of participants' perspectives.

The social reality is viewed as ever changing and developing to the interpretations that are made by individuals (Hammersley 2013). Essential characteristics of qualitative research that provides direction to this study were motivated by perspectives of Babbie and Mouton (2011:270), Bryman et al (2016:31), and Lichtman (2014:17) which denote that the research is carried out in the natural surroundings of the social actors where emphasis is placed on the process instead of the outcome and the actors'

viewpoints are going to be underlined. The basic objective is comprehensive description, grasp of actions and events, where an inductive approach is followed as the research process, leading to formation of new hypothesis and theories. Finally, the principal instrument, the research process is viewed as the qualitative researcher. It is therefore imperative to note that the aforementioned characteristics describe the nature of qualitative research, which is in line with this study and therefore motivates for its adoption. A summary of the differences between a qualitative and quantitative approach is provided in Table 4.2 below based on discussions by Bryman et al (2016: 31, 51) and Lichtman (2014:17).

Table 4.2: Differences between quantitative and qualitative research approaches

Quantitative	Qualitative
Suitable for ascertaining the degree of a matter or phenomenon	Suitable for ascertaining the nature of the matter or phenomenon
Researcher's perspective	Participants' perspective
Researcher is disconnected from participants	Researcher is attached to participants
Numerical data implying numbers and measurements	Non-numerical data implying words pictures and descriptions
Social reality is deemed as objective reality	Social reality is deemed as a continuously changing feature established by people
Informed by theory	Targeted at the establishment of theory
Unbiased setting	Natural setting

Source: Adapted from Bryman et al (2016: 31, 51) and Lichtman (2014:17).

The next section focuses on discussing the research design for this study.

4.4 Research design

A single case study is used for this study to explore the integration of social media with organisational communication in a non-profit organisation, namely POWA. Yin (2017) indicates that there is no straightforward illumination for case study, implying that it is not simple to describe. According to Sharp (2018:11), a case study may be defined as exhaustive research regarding a person, a group of people or a unit that is intended on making a generalisation across numerous units. The attention is directed on a special unit in a case study (Sharp 2018).

Similarly, a case study can be defined as an assessment of systems that are investigated with an extensive perspective through either one or numerous methods (Yin 2017).

In accordance with Creswell (2013:97), a case study can be defined as "the bounded systems (cases) over time, through detailed in-depth data collection involving multiple sources of information… and reports a case description and case themes". The approach adopted for this study is a single case study in which extensive research was made regarding the integration of social media into organisational communication in the context of POWA. To obtain data from more than two sources, numerous data collection methods were employed as discussed in section 4.6 (Data collection methods) consisting of face-to-face semi-structured interviews, a focus group interview and secondary data sources (for example organisational documentation and published articles in traditional media). Documents analysed for qualitative content analysis are indicated in section 4.6.2 (Qualitative content analysis) and the rationale for their selection is provided. The data collected was analysed through thematic analysis, where emerging themes are reported. This is in fulfilment of prerequisites of a case study where the study concentrates on a unit, which in this case is an organisation, namely POWA.

It is up to the researcher to decide whether it is wise to make use of a single case study or multiple case studies to get a good grasp of the phenomenon (Creswell 2014). There are numerous disparate opinions on whether a single case study or multiple case studies are appropriate (Creswell 2014). In the event that a researcher chooses to use multiple case studies, there is room to assess the data obtained within every single circumstance and across numerous circumstances, which is not the same as making use of a single case study (Yin 2017). Thus, when a researcher opts to make use of multiple case studies, a good grasp of the similarities and differences that exist between the cases can be pinpointed (Sharp 2018). In line with the purpose of this study, POWA was used as a single case study and the results derived from this study are generalised to POWA only, on account that this is a single case study. Therefore, it was plausible to use a single case study on account that the integration of social media with organisational communication is planned and implemented within the setting of POWA. The next section focuses on the research methodology discussion.

4.5 Research methodology

According to Fellows, Anita and Liu (2015:16), research methodology entails the principles and procedures of logical thought processes which are applied to a scientific investigation. Research methodology can therefore be considered as the overall strategy to attain the aim and objectives of a study. Denzin and Lincoln (2011:11) assert that a research methodology is determined by the nature of the research question and the subjects investigated. Research methodology is critical to any study, besides the fact that it epitomises philosophical assumptions, it is instrumental in providing guidance for the selection of research methods (Long 2014).

There is general agreement amongst scholars that there are three types of research methodologies, which are qualitative, quantitative and mixed-method (Cohen, Manion & Morrison 2011; Creswell 2014). For this study, a qualitative research method is used and the rationale for its use was explained in section 4.3.1 (Qualitative research approach) of this chapter. Qualitative research was adopted as it enabled the researcher to have a better grasp of people together with the social and cultural circumstances that they live and work in (Myers 2009). Thus, a good grasp regarding the phenomenon was obtained through qualitative research from the viewpoint of the research subjects, in this case, employees of POWA (Creswell 2013:20). A detailed explanation of a single case study is presented in the next subsection.

4.5.1 Single case study

According to Bryman et al (2016:110), a case can be a single organisation, a single location, or a single event. As such, this study adopted a qualitative single case study approach for a non-profit organisation, POWA, as explained in Chapter 2. The motivation for the selection of POWA was explicated in Chapter 2, section 2.6 (characteristics of non-profit organisations). A case study encompasses a methodical and in-depth investigation into a social phenomenon in its setting when it is used as a data collection method in social research (Rule & John 2011:4). It is vital to take note of the situation in which a single case is worthwhile. Yin (2017) argues that a single case study is most worthwhile if the investigation asks how and why, when the investigator has limited control regarding events and if the focus is on a current occurrence within its real-life setting.

A single case study was selected in this regard due to the nature of the study in which the investigation was conducted within the context of POWA. This represents the manner in which a single case can be adopted and encapsulates the nature of this study. The study explored the integration of social media with organisational communication and this could not be performed in isolation of POWA, given that this organisation is responsible for the planning and implementation of the use of social media in collaboration with existing organisational communication. Thus, it was plausible to use a single case study on account that the integration of social media with organisational communication is conducted within the setting of POWA where it is planned and implemented. Moreover, one of the objectives of this study is to propose a guideline for integrating social media at POWA and this makes the adoption of a single case study approach suitable. The logic being that the researcher was able to investigate social matters in a delimited organisation for which the proposed guideline was refined based on empirical evidence.

In addition, the rationale for adopting a single case study is that it depends on numerous sources of evidence (Rule & John 2011:7). The use of numerous sources of evidence aided this study in two ways (Yin 2017:18; Creswell 2013:97; Baškarada 2014:3; Bryman et al 2016:62). Firstly, the concept of social media integration with organisational communication was assessed from a range of viewpoints that depict numerous facets from which it can be grasped (Bryman et al 2016:62). Secondly the quality of research findings improved as a result of triangulating the data collected from numerous sources of evidence, consisting of face-to-face semi-structured interviews, focus group interviews and qualitative data analysis (Yin 2017:120). A single case study is more manageable from a practical point of view since a case is identified and "helps the researcher to identify key sources of information and to complete research in a set time frame" (Rule & John 2011:8). An argument for the condition in which a single case study can be conducted, together with the rationale for its selection, has been examined in this section. In the next section, the discussion focuses on the case study process.

4.5.2 Case study process

A single case study approach in this study was conducted under the guidance of Yin's (2017:1) six stage case study processes. The stages of the case study research processes consist of plan, design, prepare, collect, analyse and share as represented diagrammatically in Figure 4.1 (Baškarada 2014:3). These stages will be unpacked in line with how they applied to this study. Thus, in the next subsection, discussion on the planning stage is provided.

4.5.2.1 Planning

The planning stage concentrates on defining the research question, selection of the case study and the motivation for the adoption of the case study method (Yin 2017). Definition of the research question is vital in case study research and this was done in Chapter 1, section 1.3 (How is the internal and external organisational communication of a non-profit organisation integrated with social media). On that account, careful deliberation of the research question and the study objectives were also pointed out in chapter one of this study. A comprehensive discussion of the literature review was made in chapter two to identify pertinent gaps in the literature (Baškarada 2014:3). With the on-going integration of social media with organisational communication, there was an opportunity for the researcher to comprehend this trend and provide practical information for POWA. Moreover, with limited literature regarding criteria for integration of social media in organisational communication for non-profit organisations, this study sought to propose framework which will be instrumental in broadening the academic body of knowledge. The selection of the case study and the rationale for its selection were explained in section 4.4 (Research design). The next subsection focuses on the discussion of the design stage.

4.5.2.2 Design

The design stage concentrates on the definition of the unit of analysis, the single case study design that is going to be adopted and designing a procedure to manage case study quality (Yin 2017:18). The unit of analysis refers to what the case study is, which could be an event, a process, an individual, a group or an organisation as explained in section 4.5.1 (Single case study) (Baškarada 2014:5).

In this study, the unit of analysis are individuals and artefacts (documents). The case study design used for this study is a single case study and the rationale for its selection has been highlighted previously. In an effort to manage the case study quality, issues of reliability, construct validity, internal validity, external validity, credibility, transferability, dependability and confirmability are explicated in subsequent sections. In the next subsection, the preparation stage is explained.

4.5.2.3 Preparation

The preparation stage concentrates on furtherance of the skills of the single case study researcher, training for a certain case study, drafting a case study protocol, carrying out a pilot case study and acquiring any pertinent consent regarding the study (Yin 2017). The researcher is adequately accustomed with the study and has a grasp of the main concepts and methodological matters pertinent to the study acquired from academic literature. The researcher is well aware of the rationale for the study, namely, to provide guidelines in the form of a theoretical framework for integration of social media with organisational communication for a non-profit organisation called POWA. Preparation for data collection undertakings encompassed revaluation of the case study protocol and sample reports for POWA (Baškarada 2014:9). Conducting a pilot case study was critical given that it was instrumental in refining the "data collection plans with respect to both the content of the data and the procedures to be followed" (Yin 2017:92). The researcher entered into an agreement with POWA in connection with the need to adhere to limitations on disclosure of identities, data and findings as elucidated in subsequent sections. In addition, the researcher sought ethical clearance from the University of South Africa (UNISA). The next subsection concentrates on the examination of the collection stage.

4.5.2.4 Collection

The collection stage encompasses adhering to the case study protocol, utilising numerous sources of evidence, developing a case study database and retaining a series of evidence (Yin 2017). A case study protocol was used for this study to strengthen transparency. Multiple sources of evidence consisting of face to face interviews, focus groups and secondary data sources were used for this study.

Participants for both interviews and secondary data were selected through purposive sampling as explained in section 4.5.5 (Sampling) of this chapter. A single case study database is maintained as it enables the researcher to establish an audit trail beginning at data collection, through analysis until the conclusions. The next section focuses on the discussion of the analysis stage.

4.5.2.5 Analysis

The analysis stage focuses on analytical techniques that are employed for analysis and display of data in order to draw meaning from it (Baškarada 2014:14). Within the context of case studies, "data analysis consists of examining, categorising, tabulating, testing, or otherwise recombining evidence to draw empirically based conclusions" (Yin 2017). Therefore, thematic analysis was used for data analysis in this study as explained in section 4.7.1 (Data analysis of the data collected). The next stage focuses on the discussion of the sharing stage.

4.5.2.6 Sharing

The sharing stage involves the description of audience, framing textual and visual content, revealing adequate evidence for readers to make their own conclusion (Yin 2017). The most important stage in single case study research is identifying the audience and in the context of this study, the audience consists of the industry and academia (Baškarada 2014:18). It is important to note that there are different needs for every audience, implying that "no single report will serve all audiences simultaneously" (Yin 2017:18). It is for this reason that the communication industry and academia have been selected as the audience for this study. Figure 4.1 below identifies stages followed for this study based on the case study research process by Yin (2017).
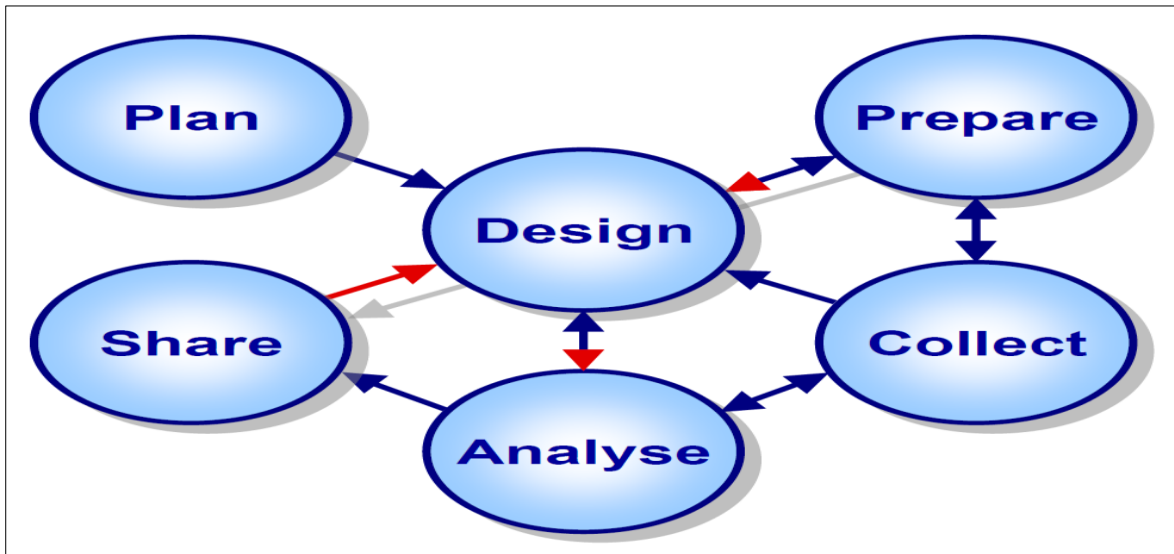
Figure 4.1: The case study research process
Source: (Yin 2017)

It is vital to note that initial dependencies of the stages within the case study process are represented by blue, proposed addition in red and proposed deletion in grey in Figure 4.1 (Baškarada 2014:19). As such it is apparent that the preparation stage seeks to establish any concerns regarding the case study design, the red arrow pointing back at design provides a platform to modify the design based on concerns established in the preparation stage (Yin 2017). Although the preparation stage incorporates deliberations on prospective audiences and the report framework, this point is not exclusive to the preparation stage only; however, it is applicable to all the other stages (Baškarada 2014:20). Therefore, the connection between the prepare stage and the share stage is minimised as indicated by grey arrow (Yin 2017). Any design alterations compelling amendments to data collection must initially be documented in case study protocol and this is represented by the original blue arrow from design stage to prepare stage (Baškarada 2014:20). Whatever modifications associated with the design made to the theoretical framework may directly affect data analysis stage and this is represented by the red arrow from design to analyse (Yin 2017).

Ultimately there can be issues raised by case study participants and peers from report review that may require additional data collection and analysis or recognise additional theoretical questions that can be addressed in future research (Baškarada 2014:20).

Such issues are represented by the red arrow from the red stage back to the design stage (Yin 2017). The next sub section focuses on the discussion of target population and accessible population.

4.5.3 Target population and accessible population

The population of a study refers to a group of people from which conclusions in relation to the study are drawn (Babbie 2013:115). In this section, focus is placed on the target population and accessible population. The target population constitutes a particular portion within the broader population, which are in the best position to act as a source of primary data for the research (JHA 2014:183; Wegner 2020:7). The researcher targeted all employees of POWA and all documents that pertain to organisational communication activities of POWA. Therefore, the target population of this study were all the employees of POWA and organisational communication documents.

An accessible population "are the units of analysis in the target population to which researchers have access" (Grbich 2013). In view of the aforementioned, the accessible population for this study were employees that deal specifically with organisational communication and that were physically available on the day of the interviews. These include individuals that participated in face-to-face semi structured interviews and in the focus group. With reference to secondary data sources, various POWA documents selected using purposive sampling are accessible population for this study. These accessible documents include annual reports, published documents regarding POWAs communication functions, magazine articles, Facebook updates and 'tweets' from Twitter. This research considers numerous sources of documents, which enabled the investigation of the phenomenon to come from multiple sources of data (Babbie & Mouton 2011:279). Thus, the accessible population for this study were employees of POWA who deal with organisational communication that were available on the day of data collection and willing to participate in the study, as well as organisational communication documents that were accessible to the researcher.

The number of people that participated in interviews and the number of documents that were analysed are explained in section 4.5.5 (Sampling) and a motivation for their selection is given. The next subsection focuses on the discussion on unit of analysis.

4.5.4 Unit of analysis

Unit of analysis relates to the substance that the researcher strives to study and gain understanding from the accessible population (Yin 2017; Wegner 2020:7). In particular, in terms of the single case study, the unit of analysis refers to fundamental matters of the case study that define what it is composed of, in this case it can be individuals, a group, a community, an organisation etcetera (Cohen et al 2011). The unit of analysis must be substantial instead of being theoretical (Yin 2017). For this study, the unit of analysis are individuals and artefacts (documents). The next section focuses on explaining the sampling method for this study.

4.5.5 Sampling

Sampling can be described as a particular ideal that is used to choose members of the population that are going to be incorporated in the study (Symon & Cassell 2012:39; Saunders & Lewis 2018:138). Sampling is necessary because most of the population that researchers intend to draw data from cannot be included in the study as they may be too large, implying that statistical or non-statistical techniques of sampling must be devised to get samples from the greater population (Patton 2014). Because the size of the target population is large, it is ideal to study numerous cases of components within the population to represent the population and to derive a conclusion regarding the population (Saunders et al 2016; Saunders & Lewis 2018:139).

There are two broad types of sampling methods namely probability and non-probability sampling. The goal of probability sampling is to choose a combination of features that correctly represents the parameters of the entire population through random selection (Babbie & Mouton 2011:174). The researcher is able to make generalisable assertions for the entire population that is represented by the selected sample if probability sampling is in use (Rule & John 2011:64).

This is on account that there is an equal chance for each feature of entire population to be chosen and therefore be represented. On the other hand, non-probability sampling differs from probability sampling as there is no equal chance for every unit within the target population to be selected and represented (Grbich 2013).

According to Babbie (2013:128), the features of the samples selected using non-probability sampling are somehow different and it would not be possible to select samples with such features through probability sampling. Thus, non-probability sampling is frequently used in qualitative research where the types of non-probability sampling used consist of quota, purposive, snowballing and convenient sampling (Babbie 2013:128).

Liamputtong (2013:15) indicates that a purposive sampling method is mostly preferred than any other sampling method when a case study is used. Purposive sampling was used to select a sample for the face-to-face semi-structured interviews, focus groups interviews and secondary data sources. Purposive sampling forms part of non-probability sampling where a sample is drawn using a non-randomised method (Patton 2014). Purposive sampling is a method that is extensively used in qualitative research in an effort to identify and select cases that are rich with information regarding the study, to use limited resources in the most effective manner (Patton 2014).

Purposive sampling entails the identification and selection of individuals or groups, that are specifically well informed about or had experience of the phenomenon under consideration (Symon & Cassell 2012:41). This implies that a sample that furthers the purpose of the study can be selected through purposive sampling. A case study is more interested in a sample that delivers a comprehensive and dependable narrative of the case and less interested with the representativeness of the sample (Rule & John 2011:64). Besides knowledge and experience of the participants, it is also vital to consider whether they are available and willing to participate together with the capacity to impart the experience and opinions in an eloquent, vivid and thoughtful manner (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood 2015).

Therefore, this study was more concerned with drawing a sample of participants and documents that possess comprehensive and abundant information and not the representativeness of the sample. In view of the foregoing, purposive sampling is appropriate for this study as compared to other sampling methods.

A sample size that is used in a study for face-to-face semi-structured interviews must be big enough to supply data that facilitates the resolution of the research question (Liamputtong 2013:18). There is no stipulated method to establish a suitable sample size for face-to-face semi-structured interviews, nonetheless the number of participants or documents to be examined should be justified by data saturation (Liamputtong 2013:18). For this study, due to most of POWA staff currently working remotely from home, without access to technology that can allow for online interviews, only three participants were physically available out of the fifteen employees on the day of data collection were selected for face-to-face semi structured interviews. The three participants were from three different departments out of the five departments that were allowed to work in the office during Covid-19 restrictions, being the Communication, the Social Work and the Clinical departments which assisted in enhancing the quality of the data collected through data saturation. These participants were selected on the knowledge of organisational communication activities that they possess, given that they work at POWA and the knowledge they possess cannot be obtained elsewhere (Bryman et al 2016:186).

The number of participants in a focus group and the size of the samples vary from author to author. The number of participants between six to twelve individuals is opined to be sufficient by Rule and John (2011:66). Babbie (2013:349) opined that the number of participants should be between five to fifteen individuals. In addition, David and Sutton (2011:139) suggest, "the more group members know about or are motivated by the topic at hand, the smaller the group needs to be". In view of this, the researcher selected only eight people for focus group interviews, from the legal, administration and social worker departments, and they were selected based on the knowledge they possess on POWA communication activities (Bryman et al 2016:186).

With reference to secondary data sources, a sample comprised of four annual reports for the years 2016 to 2019, which were the latest and only available electronically on the POWA website with no physical records of them inside the organisation's archives, together with two press release statements that were released in 2021 by the new Communication Officer who had been in office for nine months at the time of data collection, which were the only recent press release stateemnts available. These assisted in gaining updated information from the organisation.

The researcher also made use of the only two articles that were available online which were published by two different local magazines covering POWA activities in the year 2017-2020 (Bona magazine and Ayana magazine). Furthermore, social media feeds that were trending from Facebook and Twitter from August 2017 to August 2020 were accessed on POWA's social media platforms. It should be noted that these were the only available feeds regarding POWA activities, which were uploaded due to the popularity of the events that the orgnaisation hosted. Due to financial constraints, POWA did not have the services of a Communication Officer for six years, (2016-2020), hence the lack of visibility in social media platforms and limited documentation for secondary data collection during that period. However, that position was filled by a communication officer in 2021 (This information was obtained during the face to face interviews which is detailed in Chapter 5 Data findings),   therefore no archives were available as no one was tasked with the social media function. The aforementioned documents were selected in an effort to corroborate the information published in traditional media and social media. A discussion of the data collection methods is going to be carried out in the next subsection.

4.6 Data collection methods

Creswell (2014) states that various knowledge claims, exploration strategies and data collection methods and analysis are put into use in qualitative research guided by case study approach. The sources for qualitative data comprise of interviews, observation, and participant observation, questionnaires, documents and texts, together with the researcher's opinions and reactions (Myers 2019). The data collection methods frequently selected by qualitative researchers as guided by a single case study approach consist of interviews, observations and secondary data sources (Long

2014). This study used face-to-face semi-structured interviews, a focus group and secondary data sources. According to Rule and John (2011:7), the rationale is that a single case study approach uses numerous sources of evidence from various data collection methods as explicated in section 4.5.1 (Single case study). An explanation of face-to-face semi-structured interviews is given in the next sub section.

4.6.1 Face-to-face semi-structured interviews

A face-to-face interview is a data collection method that permits for a one-to-one dialogue between the interviewer and the interviewee (Bryman et al 2016:108). In the interview, the interviewer presents structured or unstructured questions to the interviewee using certain words in a certain order in search of answers concerning the phenomenon that is going to be studied (Kato 2010). There are three types of interviews that can be used in data collection, consisting of structured, semi-structured and unstructured interviews (Grbich 2013).

Structured interviews: Kato (2010:34) indicates that structured interviews are basically questionnaires that are administered verbally where the researcher asks a list of pre-established questions with no room for alterations and without any possibility for follow-up questions or feedback that provide a chance for more elaboration. The questions are precisely worded and in almost every case closed-ended and need specific answers in the structure of a group of options read out by the interviewer or displayed on paper (Creswell 2014).

Structured interviews are somewhat fast and simple to administer and can be of specific use in the event that elucidation of particular questions is needed or assuming that there is probable literacy or numeracy issues in connection with the respondents (Kato 2010). Patton (2014) argues that it is most appropriate to use structured interviews, granted that the goals of the research are precisely understood and particular questions can be established. Nonetheless, there is only limited participants' response that can be accommodated by structured interviews because of their nature, implying that they are not much useful if intense information is needed (Kato 2010). Structured interviews are suitable for a study where interviews are conducted by different interviewers in a study, implying that certain level of uniformity must be attained (Rule & John 2011:65).

Unstructured interviews: An unstructured interview is one in which there are no pre-set questions, thereby giving more freedom to participants and assisting in attaining an understanding and depth regarding the study (Grbich 2013). It is apparent that an unstructured interview is dissimilar to structured interview.

Then, there is a semi-structured interview, which possesses characteristics of both structured and unstructured interviews (Bryman et al 2016:224). A semi-structured interview has predetermined questions that are normally asked to initiate the discussion, and there is room for the interviewer to ask questions that are prompted by the response from the participant (Rule & John 2011:65). A semi-structured interview is flexible, as less structured questions can be asked by the interviewer enabling exploration of spontaneous matters posed by the interviewee (Rule & John 2011). There is some flexibility regarding the wording of the questions, and this enables the interviewee to clarify issues raised by the interviewer (Babbie 2013).

Semi-structured interviews: The flexibility of semi-structured interviews and its ability to allow for clarification by the interviewer enabled the interviewer to get more in-depth information in connection to the study. Therefore, semi-structured interviews with three POWA employees were conducted as explained, together with the rationale being provided in section 4.5.5 (Sampling). The three employees were from various departments comprising of communication, clinical and marketing department who are responsible for planning and implementing social media and organisational communication activities.

These POWA employees are considered in this study as significant participants due to their involvement and knowledge of organisational communication activities at POWA. It is also for the same reason that these employees were selected as a sample for face-to-face semi-structured interviews using a purposive sampling method.

The semi-structured interviews were conducted under the guidance of an interview schedule (Bryman et al 2016:228). An interview schedule can be defined as questionnaire items and instructions on how to carry out the interview (Carter, Lubinsky & Domholdt 2013:225). It is important to note that the structure of the interview determines the interview schedule (Carter et al 2013:225).

According to Rule and John (2011:65), a semi-structured interview has "a set of pre-set questions which initiate the discussion followed by further questions which arise from the discussion". This provides flexibility in which the order of 'impromptu' questions can be changed to allow a natural flow of the interview and get clarity (Guthrie 2010:120). Whilst 'impromptu' questions assist with the probing for clarity, pre-set questions attempt to deal with key themes of the study to answer the research problem; hence, they are termed core questions (David & Sutton 2011:122). The preparation of pre-set questions for this study was informed by research questions and research objectives in an effort to answer the research problem.

The interview schedule had three demographic questions and ten open-ended questions due to time constraints and limited transcribing resources, and allocated a maximum of 60 minutes for each participant. These interviews were conducted at POWA premises in Johannesburg. The researcher served as the interviewer in this study (Carter et al 2013). The main purpose of the interviews was to establish the type of communication media that is currently used for both internal and external organisational communication by POWA; however, in addition to the main purpose; several other objectives were attained. A discussion of the focus group interview is provided in the next subsection.

4.6.2 Focus group

Numerous definitions of a focus group have been proposed by various authors. Walliman (2017:132) defines a focus group as "a type of group interview, which concentrates in-depth on a particular theme or topic with an element of interaction". According to Babbie (2013: 349), a focus group is "a group of subjects interviewed together prompting a discussion". Bryman et al (2016:42) define a focus group as an "interaction between multiple respondents through facilitated, structured or unstructured discussion". The researcher initiates interaction and dialogue in a focus group by engaging a group of people in connection with a certain topic. One of the advantages of focus groups is that it supplies data that is abundant in viewpoints and provides sentiments and attitude from participants' perspective (Bryman et al 2016). This is because the group is composed of participants that have certain experience of or knowledge in connection with the subject (Walliman 2017:132).

According to Babbie (2013:350), there is a challenge in controlling focus group interviews as some participants might be more dominant than others. This makes the moderator's job a delicate juggling act in which he or she must motivate reserved participants to make contributions in an effort to restrain dominant participants (Walliman 2017:132).

In this study, one focus group of eight employees at operational levels who are involved in organisational communication was conducted. The focus group participants were selected based on their knowledge regarding the subject at hand (Walliman 2017:132). This implies that purposive sampling, as explained in section 4.5.5 (Sampling) was used to select the participants for the focus group (Grbich 2013). This assisted to ensure that participants that share common experiences regarding the research problem are selected (Grbich 2013). In particular, participants chosen for the focus group interview were from departments that are involved in organisational communication. This assisted in ensuring that these participants have some insight regarding the planning and implementation of organisational communication activities. According to Bryman et al (2016:233), the number of participants in a focus group is normally between six to ten people and the number of participants for this study was eight people who were selected under this guidance. The number and composition of participants in the group for this study is regarded as suitable because that they were selected from various departments at POWA and all of them have knowledge concerning the subject.

The focus group was conducted to gain insights regarding the integration of social media with organisational communication at operational level. The focus group participants were drawn from the communication and marketing/advocacy departments that are responsible for drafting and dissemination of organisational communication using social media and traditional media. As such, it was important to get information concerning the planning of organisational communication at tactical level. In addition, the researcher was able to obtain insights into how the approach to integration of social media with organisational communication is translated into the communication of coherent messages at the operational level.

The focus group was conducted using a moderator's guide. Some basic rules were laid down at the inception of the focus group in order to guide the process in accordance with the moderator's guide. Thereafter, a brief introduction was made to participants in connection with the background and goal of the study. This assisted in creating interest and making good impression among participants in the focus group (David & Sutton 2011:140).

With the introductions done, focus group participants were given an opportunity to introduce themselves using pseudonyms to protect their identity from the audio recording. Thereafter the focus group interview resumed in which pre-set questions contained in the moderator's guide was used as guidance to the line of questions regarding the study. Questions contained in the moderator's guide were pre-tested prior to the focus group. A discussion of the secondary data sources that were used as a collection method is provided in the next subsection.

4.6.3 Secondary data sources

According to Clow and James (2013:64), secondary data refers to data collected by someone other than the primary user. Popular sources of secondary data for social science includes information collected by government departments, organisational records and data that was originally collected for other research purposes. For the purpose of this study, four annual reports for the years 2016 to 2019 were downloaded from POWA website and were analysed together with two press statements that the organisation published in their website in 2021. It should be reiterated that POWA did not have any physical records of the annual reports inside the organisation's archives, and the two press release statements that were selected were the only recent ones, released in 2021 by the new Communication Officer who had been in office for nine months at the time of data collection. In addition to that, the researcher also made use of two articles that were published by two different local magazines between 2017-2020 (Bona and Ayana magazine) covering POWA activities. These were the only articles available online at the time of data collection.

These articles were mentioned in the press statement, which provoked the researcher's interest in them. The researcher then went to google to extract their full report and started reading them and using content analysis to code them, which will

be further detailed under section 4.7.3 (Qualitative content analysis). In addition, social media feeds that were trending from Facebook and Twitter from August 2018 to August 2020 were also gathered from the POWA's social media platforms, which covered events where POWA conducted various communication functions consisting of public awareness, community engagement, fundraising and non-profit advocacy.

Due to the lack of an operational communication strategy and communication policy at POWA, data in connection with non-profit organisational communication functions were extracted from these social media platforms in an effort to corroborate the information published in traditional media and social media. A discussion of the data analysis methods that were used for these collection methods is going to be carried out in the next subsection.

4.7 Data analysis

According Babbie and Mouton (2011:490), qualitative data analysis relates to "all forms of analysis of data that was gathered using qualitative techniques". Litchman (2014:326) explains, "the goal of qualitative data analysis is to take large amounts of data that may be cumbersome and without any clear meaning and interact with it in such a manner that you can make sense of what you gathered". The clarification derived from data analysis must direct the researcher to a theoretical grasp in connection with social life (Babbie 2013:396). It is important to note that the process of qualitative data analysis is not straightforward since a researcher must go back and forth in what is termed analytical circles (Cresswell 2013:182). It is palpable that there is a regular interaction between data collection and data analysis, which leads to a steady development of understanding (Walliman 2017:162).

Thematic analysis was used for analysis of the semi-structured interviews and the focus group whilst qualitative content analysis was used for the analysis of the secondary data sources. The next subsection focuses on explaining data analysis for the face-to-face semi-structured interviews and the focus group, by first introducing the software that captured the data for analysis.

4.7.1 Software use in analysis

Qualitative Data Analysis (QDA) software, a qualitative research software package was used to assist with the analysis of the qualitative data collected with the research interviews, focus groups and the secondary data. The collected data was transcribed into word documents and uploaded into the program. The researcher used an open coding process, as described by Grbich (2013:83), where main and sub-codes were produced by analysing the data word-for-word and line-by-line, with the aim to recognise concepts and categories emanating from the data. The QDA coding functionality was used to create coding as describe in the steps below.

4.7.2 Thematic data analysis

Yin (2017) argues that qualitative thematic analysis assists in validating and reinforcing data obtained from face-to-face semi structured interviews and focus group, which fits appropriately with the single case study approach. Data analysis for face-to-face semi-structured interviews and focus group interview was performed through thematic analysis and secondary data sources was performed through qualitative content analysis. Thematic analysis relates to the identification, analysis and description of patterns or themes throughout the qualitative data set, to address the research question (Bryman et al 2016:350). An additional benefit of thematic analysis, specifically from the viewpoint of organisational communication, is that it is a method instead of a methodology (Braun & Clarke 2013). This denotes that in contrast to other qualitative methodologies, thematic analysis is not attached to a specific epistemological perspective (Bryman et al 2016:350). Thus, thematic analysis is an adaptable method and was a significant benefit to this study. The next subsection will discuss the steps of conducting thematic data analysis as proposed by Braun and Clarke (2013).

4.7.2.1 Familiarise yourself with your data

Braun and Clarke (2013:204) pointed out that the first step in the thematic analysis process is to familiarise yourself with the data.

Grbich (2013:61) explains that this implies that the researcher must be completely absorbed and diligently engaged in the data by initially transcribing the interaction followed by continuous reading of the transcripts or listening and listening again to the recordings.

Whatever initial ideas about the data generated by the researcher should be noted down. Re-reading of data available for analysis and noting down ideas generated, enables the researcher to have a comprehensive grasp of what the data is all about (Braun & Clarke 2013:204).

The transcripts obtained from face-to-face semi structured interviews and the focus group were read and re-read ensure the researcher was immersed in the data and any ideas generated were noted. The purpose of this phase is to lay groundwork for the ensuing phases as the researcher can come up with ideas for coding after having a comprehensive understanding of the data available for analysis through reading and re-reading and noting down ideas generated. A discussion regarding generating initial codes is carried out in the next subsection.

4.7.2.2 Generating initial code

After being accustomed to the available data, the researcher must start generating preliminary codes which are attributes of the data that seem to be interesting and insightful (Grbich 2013:61). David and Sutton (2011:339) opined that coding is the process of "applying codes to chunks of text so that those chunks can be interlinked to highlight similarities and differences within and between texts". According to Walliman (2017:166), codes refer to labels or tags that are used to provide a measure of meaning to data collected for the study. The codes used in data analysis are produced through recognition of interesting features emerging from the data, which depict a couple of recurrent patterns throughout the data set (Braun & Clarke 2013:209). The codes generated give a hint of the subject of the conversation within the data (Grbich 2013:61). Generally, there are two main ways of generating codes, namely open coding and axial coding (Babbie 2013; Grbich 2013).

Open coding relates to a process in which codes are produced from data when the researcher analyses word-by-word and line-by-line, interrogating the data so as to recognise concepts and categories emanating from the data (Grbich 2013:83).

Axial coding is when codes are generated based on results emanating from open coding in which more concepts are identified (Babbie 2013:398). In this study open coding was used in which codes identified from the literature review were used for data collected from face-to-face semi-structured interviews and focus group interview. Open coding was adopted for this study given that it is the reasonable starting point of all the types of coding (Babbie 2013:397).

The codes were identified and then blended with the data excerpts from face-to-face semi-structured interviews and focus group interview that denote that code (Braun & Clarke 2013:216). Thereafter, they were aggregated within each corresponding code (Braun & Clarke 2013:216).

4.7.2.3 Searching for themes

The interpretive analysis of the categorised codes begins in this third phase of the qualitative data analysis process (Braun & Clarke 2013:224). The pertinent data excerpts are graded, that is combined or split in keeping with underlying themes (Braun & Clarke 2013:224). According to Creswell (2013:186), themes are "broad units of information that consist of several codes aggregated to form a common idea". Codes assist in arranging loads of data into themes as certain patterns develop when data is grouped together (Walliman 2017:166). There is a relationship between codes, and these codes should be categorised in the same theme (Braun & Clarke 2013:225). It is important to note that themes for this study were identified from the literature and applied to the data collected. In the event that themes emerged during coding, they were added to the themes drawn from the literature. In this study, the thought process was focused on the relationship that exists between codes, subthemes and themes (Bryman et al 2016:351). The next subsection explains the fourth step, which is reviewing themes.

4.7.2.4 Reviewing themes

Once themes have been identified, a broader review of these themes ensues in which questions are going to be raised in connection with merging, refining, separating or omitting preliminary themes (Bryman et al 2016:351). There should be meaningful coherence of the data within the themes and it is vital that these themes should be clear and the distinction between them must be recognised (Braun & Clarke 2013:233).

In an effort to ensure that all data excerpts within the themes are coherent and provide meaning to each corresponding theme, the researcher read them while conducting review of themes (Braun & Clarke 2013:233).

Defining and naming themes is the fifth step of thematic analysis and is discussed in the next sub section.

4.7.2.5 Defining and naming themes

In this phase, the reviewed themes and subthemes of the data extracts are further refined and defined (Bryman et al 2016:351). This makes this phase practically a supplement of the preceding phase (Braun & Clarke 2013:236). Continuous analysis is needed in this phase in order to further improve recognised themes (Bryman et al 2016:351). This involves the researcher revisiting assembled data excerpts for every theme and "organising themes into a coherent and internally consistent account, with accompanying narrative" (Braun & Clarke 2013:235). Having done that, the researcher then names each theme and distinct working definitions, which represents the essence of every theme in a clear and incisive way (Bryman et al 2016:351). It is in this phase that a cohesive narrative of the data must appear from the themes since the definition has to provide the interpreter with an idea of what the theme concerns (Braun & Clarke 2013). The last step is producing a report as explained in the next subsection.

4.7.2.6 Producing a report

The last phase of the thematic analysis requires the researcher to mould the analysis into an understandable article using clear and convincing examples that connect to the themes; literature and research question (Bryman et al 2016:351). According to

Braun and Clarke (2013:237), the ultimate analysis "provides a concise, coherent, logical, non-repetitive and interesting account of the story the data tell". This implies that the analysis should go further than only describing the themes and illustrating an analysis underpinned with practical evidence that tackle the research question (Bryman et al 2016:351). The final analysis should communicate the results of the analysis in a manner that satisfies the reader with respect to the worthiness and validity of the analysis.

4.7.3 Qualitative content analysis

A qualitative content analysis relates to "a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes and patterns" (Zhang & Wildemuth 2016:318). There are three approaches to qualitative content analysis comprising of conventional, directed and summative (Baroni, Dooly, Garcia, Guth, Hauck, Helm, Lewis, Hartmann, O'Dowd, Rienties & Rogaten 2019:21). The difference between these three approaches lies in how the initial codes are derived (Baroni et al 2019). A conventional approach to content analysis is typically used when the aim of the study is to describe a phenomenon in which there is limited literature in connection to the phenomenon (Baroni et al 2019:21). Consequently, the use of preconceived categories is avoided in data analysis; instead, all categories and names of categories are drawn from the data (Zhang & Wildemuth 2016; Brusilovsky & He 2018).

On the other hand, the directed approach is used when there is partial prevailing theory or prior research used to inform categories for coding data, whilst with the summative approach; key words from the data obtained from literature review are identified and quantified (Baroni et al 2019:21; Zhang & Wildemuth 2016; Brusilovsky & He 2018). That is, if data analysis only involves the appearance of certain words drawn from the literature, then such content analysis is quantitative in nature (Brusilovsky & He 2018:91).

Nonetheless, a summative qualitative content analysis transcends the summing up of words to include interpretation of the content to ascertain the meaning of the data or content drawn from the literature (Brusilovsky & He 2018). The interpretation of data is based on the patterns formed from keywords (Brusilovsky & He 2018).

The summative approach to qualitative content analysis is used for this study since data is to be coded because of keywords that are recognised before and when conducting data analysis based on interests generated from the literature review (Zhang & Wildemuth 2016). The summative approach to qualitative content analysis provides insight into the real meaning of the words and this assists in getting a good grasp of the phenomenon.

The documents that can be put through qualitative content analysis normally comprise of internal reports, annual reports, committee reports, minutes of meetings and editions, for instance, newspapers, advertisement copy, books and journals (Walliman 2011:178). Data was collected for this study from POWAs annual reports, press statements, magazine articles, feeds from social media such as Facebook and Twitter to get evidence in connection with the integration of social media with organisational communication.

It is vital to note that, the line of questioning for face-to-face semi structured interviews, the focus group was informed by data obtained from qualitative content analysis, and this was its key purpose as a data collection method. As such further clarification that was required for data collected from qualitative content analysis formed part of the questions that were in the interview schedule for face-to-face semi structured interviews and the focus group.

Qualitative content analysis had a twofold role in this study since it was used to collect data from the secondary sources and for analysis of data from the documents. The rationale for choosing this approach was because the researcher could determine the presence of certain words, themes and concepts within the collected data and where clarification needed, the researcher could then use information from the data to direct the line of questioning for the face-to-face interviews and focus group interviews, in an effort to get the clarification needed on the identified gaps. The two-step summative approach for content analysis is explained below (Hsieh & Shannon 2005:1283).

4.7.3.1 Identifying and categorising key words

The purpose of this step of identifying and categorising words is to grasp how words were used in the context of the data extracts (Hsieh & Shannon 2005: 1283).

This assisted the researcher to investigate the usage of words in the data extracts and in suggesting, their meanings based on the context in which they were used (Bryman et al 2016:354). According to Hsieh and Shannon (2005:1283), if the analysis is limited to the occurrence of a certain word in the data extracts, it is known as manifest content analysis.

Nonetheless, content analysis that ends at the first step is quantitative given than its focus is only on tallying the frequency of certain words (Bryman et al 2016:354). The next step of the process is interpretation of content, which is explained below.

4.7.3.2 Interpretation of content

In this step, the researcher went further than tallying the number of words by incorporating latent content analysis, which is an extension of the previous step (Hsieh & Shannon 2005:1284). Latent analysis relates to the evaluation of content from the documents (Bryman et al 2016:354). Moreover, the interpretation of data is performed because of keywords identified by the researcher from the content prior or when conducting data analysis (Hsieh & Shannon 2005:1286). These keywords are a result of the aim of the researcher or review of literature (Hsieh & Shannon 2005:1286). The focus of identifying these keywords is to ascertain the basic meaning of the words of data from the documents (Bryman et al 2016:354). The above is a discussion on data analysis using content analysis. It is important to now discuss trustworthiness for this study as reflected in the next section.

4.8 Trustworthiness

In this section a discussion regarding the validity of qualitative research is provided given that it is vital to make certain that the process of analysis deals with the deliberate aim of the study (Bryman et al 2016:354). According to Elo, Kääriäinen, Kanste, Pölkki, Utriainen and Kyngäs (2014:1), the validity of qualitative research can be demonstrated with terms comprising of credibility, transferability, dependability and conformability. These terms that are more appropriate for qualitative research are parallel to internal validity (credibility), external validity (transferability), reliability (dependability) and construct validity (conformability), which are used in qualitative

research to measure quality (Bryman et al 2016:44). Credibility, transferability, dependability, and conformability are explicated in the subsection below.

4.8.1 Credibility

It is crucial for the study to be credible for it to be accepted by others (Bryman et al 2016:44).

According to Elo et al (2014:3), credibility "deals with the focus of the research and refers to the confidence in how well the data address the intended focus". The credibility of qualitative research can be achieved by making certain that research conducted is consistent with the principle of good practice (Bryman et al 2016:44). In addition, the research findings must be presented to the community that the study was based on for it to verify whether the researcher appropriately had a grasp of their social world (Bryman et al 2016:44).

For this study, the researcher adhered to the standards of good practice and submitted the research findings to the employees of POWA for them to confirm if the researcher had a good grasp of their social world. A discussion of transferability is carried out in the next subsection.

4.8.2 Transferability

Elo et al (2014:2) explain that transferability "refers to the potential for extrapolation". This entails the possibility of findings from the study being transferred to different context other than the immediate study (Bryman et al 2016:44). As indicated, the findings of this study are only generalised to POWA transferability is not applicable to the study. The next subsection focuses on explaining dependability.

4.8.3 Dependability

According to Elo et al (2014:2), dependability "refers to the stability of data over time and under different conditions". This implies that stability and consistency in the process of the investigation is the measure of dependability (Bryman et al 2016:45). To establish dependability as a feature of research, an audit approach must be adopted in which records in connection with all stages of the study must be kept and made accessible at request to researchers who would in turn act as auditors (Bryman

et al 2016:45). Auditing can be performed by peers during and at the end of the study to ensure good practice procedure was adhered in the study. Thus, for the purpose of this study the auditing approach was adopted to ensure that dependability is achieved. An independent data analyst reviewed the data that was collected and presented examples of the coding process to the researcher to review again.

In addition, the researcher presented themes as findings that derived from the coded data. A discussion of conformability is going to be carried out in the next subsection.

4.8.4 Conformability

Elo et al (2014:2) explain that "conformability refers to the objectivity, that is, the potential for congruence between two or more independent people about the data's accuracy, relevance or meaning". It is vital that the researcher should not knowingly permit personal values or theoretical perspective to have a bearing on the study for conformability to be achieved (Bryman et al 2016:45). Therefore, for this study, the methods and procedures that are used have been explicated distinctly and records of the data used for the purpose of data analysis was be kept for review by other researchers. In addition, secondary data documents are kept in a secure place for future peer review. The next section will focus on explaining ethical considerations observed in this study.

4.9 Ethical considerations

To ensure that ethical issues are taken into consideration, the researcher read the Policy on Research Ethics of the University of South Africa (UNISA) and there was a commitment to adhere to it. Ethics are critical in research to ensure that the interests of the respondents, such as confidentiality is protected and that their participation emanates from informed consent, thereby assuring accuracy and elimination of bias in the research results (Easterby-Smit, Thorpe & Jackson 2012). It is for this reason that the researcher has a commitment to rights, demands, values and aspirations of participants (Creswell 2014). In addition, the researcher applied and received ethical clearance from the ethics committee of the Department of Communication Science, University of South Africa (UNISA) (See Annexure B, Ethical clearance certificate). Such is a demonstration that this study is governed by integrity and ethical behaviour.

The researcher obtained a letter from POWA granting permission to collect data from employees and documents from the organisation (Baškarada 2014:10). An agreement was negotiated between the researcher and POWA in connection to limitations related to disclosure of data and findings from the study (Baškarada 2014:10).

Given that the study was conducted during a pandemic, the researcher observed the COVID-19 regulations to protect participants. This included ensuring that the social distance is maintained and wearing of masks. A discussion of confidentiality is provided in the next subsection.

4.9.1 Confidentiality

Bryman et al (2016: 123) denote that researcher must bear in mind that they are coming into private spaces of participants when conducting research. The principle of confidentiality is fundamental in society in which individuals are entitled to privacy regarding their affairs (Bryman et al 2016:123). There are some questions that participants might not be comfortable in answering because they reveal their privacy (Boynton 2016: 118). The researcher has the responsibility to assure participants in connection with their privacy since anything that is said, the source will not be revealed due to anonymity (Boynton 2016). The identity of the participants was protected and not divulged implying that participants' privacy was protected (Boynton 2016).

The researcher guaranteed that the identity of the participants in this study was not disclosed given that all the identities were masked with anonymity. According to Bryman et al (2016:123), pseudonyms are useful in a study to disguise the identity of participants. In view of the foregoing, participants for the study were requested not to divulge their real names but instead use pseudonyms. In addition to that, the researcher made a pledge to POWA to the need to comply with non-disclosure of information extracted from documents used for qualitative thematic analysis. This pledge was fulfilled through the signing of non-disclosure agreement issued by POWA, which stipulates confidential matters that should not be disclosed in the public domain. This non-disclosure is attached as part of addenda on this final research report (See Addendum 2). Furthermore, data obtained from published magazines, newspaper articles, Facebook and Twitter feeds is already in the public domain implying that it cannot be anonymised and therefore there were no confidentiality issues that needed

to be addressed (Boyd & Crawford 2012). The rationale being that there is no password required to gain entry or gatekeeper to get authorisation in order to be able to access data (Boyd & Crawford 2012). The next subsection will focus on the examination of informed consent.

4.9.2 Informed consent

Boynton (2016) states that it is critical to get informed consent from participants prior to their participation in a research study. Participants must be given full information regarding the research process to which they must agree to participate without coercion (Bryman et al 2016). Participants must be informed in the language that they understand about all matters concerning the research study that might have a bearing on their willingness to participate (Bryman et al 2016). The challenging part is the changing demands in qualitative research, which might result in new themes emerging (Sharp 2018). It is for this reason that the researcher cannot get informed consent once off from the participants but must constantly be getting and retaining it throughout the research study (Boynton 2016).

The researcher informed participants about the purpose of research, its nature, the data collection method and the duration of the research before its commencement. A signed written informed consent was obtained from the participants to acknowledge their consent to participation and a copy of the consent form is attached to this the final report (See Annexure A).

4.10 Summary

The discussions in this chapter unpacked the research methodology used to investigate the research problem of this study. A review of the research paradigm, research approach used together with the accompanying research design, research methodology, single case study, case study process, sampling methods and data analysis were explained. In addition, interpretivism was discussed as a paradigm, which the research is premised, given that its ontological assumption is to create multiple realities and its epistemological assumption is social construction of meanings. It follows that a qualitative research approach was selected under the guidance of the interpretivism paradigm to frame this study given that it involves an interpretive and naturalistic approach. Thus, it is vital to note that a single case study was adopted as a research design that afforded the researcher an opportunity to get an exhaustive view to the research problem and it assisted in describing, comprehendin, and elucidating the research problem.

Data collection methods consisting of face-to-face semi-structured interviews, focus group interviews and secondary data sources were used on account that a single case study requires numerous sources of evidence. In addition, the population from which data was collected was identified. Moreover, the manner in which reliability and validity for the research was guaranteed, was discussed. The data analysis method used was selected for face-to-face semi-structured interviews and the focus group as it is adaptable and not attached to any particular epistemological perspective. Furthermore, a summative approach was opted for qualitative thematic analysis that enabled the identification of keywords before and during data analysis. Finally, an elaboration of the relevant ethical, confidentiality and informed consent matters were undertaken in accordance with the Policy for Research Ethics of the University of South Africa. The next chapter will focus on data analysis and review the findings within the context of the proposed criteria for the integration of social media with organisational communication.

CHAPTER 5: DATA ANALYSIS AND FINDINGS

5.1 Introduction

In the previous chapter, the research design and methodology were discussed. The main objective of this chapter is to explicate the data analysis approach and review findings of three face-to-face semi-structured interviews, focus group discussions and secondary data sources. An examination of the findings will be made within the context of the proposed criteria for the integration of social media with organisational communication. Consequently, this chapter begins by presenting demographical data of participants followed by an explanation of the data analysis approach that was adopted. This is followed by a deliberation of the findings of the study. The next section focuses on the demographic profile of participants.

5.2 Demographical data of the participants

The demographic information of participants from focus group discussions and face-to-face interviews is presented in this section. The demographic profile of participants is presented to provide an understanding of the background of the people that participated in the study.

5.2.1 Demographical data of participants

The demographical data of participants is presented in Table 5.1 below.

Table 5.1: Demographical data of participants

Participant	Group	Gender	Job Title
Participant 1	Focus group interview	Female	Social worker
Participant 2	Focus group interview	Female	Social worker
Participant 3	Focus group interview	Female	Legal
Participant 4	Focus group interview	Female	Social worker
Participant 5	Focus group interview	Female	Legal
Participant 6	Focus group interview	Female	Legal
Participant 7	Focus group interview	Female	Administration
Participant 8	Focus group interview	Female	Administration
Participant 9	Face-to-face interviews	Female	Clinical
Participant 10	Face-to-face interviews	Female	Social worker
Participant 11	Face-to-face interviews	Female	Communication

One focus group was conducted which included eight participants from different departments at POWAs Head Office in Berea, Johannesburg. Participants comprised of female professionals between the ages 25 to 50 years, from the Legal, Administration, Clinical and Social worker departments, who have been with the organisation for a period ranging from two weeks to 15 years.

In addition to the focus group interview, three face-to-face semi-structured interviews were conducted with three professional females between the ages of 30 to 50 years. These participants included heads of communication, social workers and clinical departments who have been working at the organisation for 9 months to 10 years. These participants were from the three POWA branches namely, Berea, Katlehong, and Soweto.

The next section focuses on the data analysis process followed in the study.

5.3 Data analysis and interpretation of findings from primary data

The data collection for this study was influenced by the impact of the COVID-19 restrictions. The data collected from three face-to-face semi-structured interviews and from the focus group with eight participants were analysed together. This combined analysis is a result of the similarity of the data for both groups. If the findings/data were presented separately, it would have resulted in a duplication of themes. The collected qualitative data were submitted to thematic analysis with the aim of achieving the following main and sub-research objectives as defined in Chapter 1:

Main research objective: To explore and describe how social media can be integrated with organisational communication in a non-profit organisation.

> **Research objective 1:** To explore how a cross media planning and message consistency could be integrated by POWA for internal and external organisational communication.

> **Research objective 2:** To explore the database-centric approach that POWA can use to ensure organisational communication consistency and integration across social media platforms.

> **Research objective 3:** To describe what role a communication strategy plays in the integration of social media with organisational communication at POWA.

> **Research objective 4:** To describe the criteria required for the integration of social media with organisational communication at POWA.

> **Research objective 5:** To explore how proposed criteria for the integration of social media with organisational communication can be refined to propose a framework for social media integration at POWA.

The data collected from face to face interviews and focus groups interview was transcribed and a 6-step thematic analysis method as described by Braun and Clarke (2013), was used to determine patterns or relationships within the data with the aim to

achieve the objectives as defined in Chapter 1. The QDA qualitative research software package was used as the data-capturing tool while using the 6-step thematic analysis method that entails the following steps:

Step 1: Familiarise yourself with your data: Braun and Clarke (2013:204) pointed out that the first step in the thematic analysis process is to familiarise with the data. Grbich (2013:61) explains that this implies that the researcher must be completely absorbed and diligently engaged in the data by initially transcribing the interaction followed by continuous reading of the transcripts or listening and listening again to the recordings. The transcribed interviews were read by the researcher using the MSWord reading application.

Step 2: Generating initial code: After being accustomed to the available data, the researcher must start generating preliminary codes, which are attributes of the data that seem to be interesting and insightful (Grbich 2013:61).

Step 3: Searching for themes: The interpretive analysis of categorised codes begins in this third phase of the qualitative data analysis process (Braun & Clarke 2013:224). According to Creswell (2013:186), themes are "broad units of information that consist of several codes aggregated to form a common idea". Codes assist in arranging loads of data into themes as certain patterns develop when data is grouped together (Walliman 2017:166). The coding function of the QDA Miner Lite v2.0.8 program was used to move the defined codes around to obtain a better fit.

Step 4: Reviewing themes: Once themes have been identified, a broader review of them follows where questions are raised in connection with merging, refining, separating or omitting preliminary themes (Bryman et al 2016:351). There should be meaningful coherence of the data within the themes, and it is vital that these themes should be clear and the distinction between them must be recognised (Braun & Clarke 2013:233). Themes and sub-themes were reviewed by the researcher and where needed; some changes were made to obtain better descriptions.

Step 5: Defining and naming themes: In this phase, reviewed themes and subthemes of the data extracts are further refined and defined (Bryman et al 2016:351). This

makes this phase practically a supplement of the preceding phase (Braun & Clarke 2013:236). Coded data was downloaded into an excel document from the QDA Miner Lite v2.0.8 program by the researcher. The MS Excel short and filtering functions were used to analyse the themes further.

Step 6: Producing a report: The last phase of the thematic analysis requires the researcher to capture the analysis into an understandable article by using clear, convincing, examples to connect to the literature and research questions (Bryman et al 2016:351). The results of the thematic analysis were grouped into main and sub themes as presented in the next section. The thematic framework in Figure 5.1 below serves as a structure for presenting the findings from the study.

Themes 1 to 7 provide data for Research Objectives 1 to 3

Theme 1: POWA frontline services
1.1: Communication with those in need
1.2: Counselling services
1.3: Shelter and Legal services

Theme 2: Stakeholders and interaction with stakeholders
2.1: The POWA organisation
2.2: Departments
2.3: Employees
2.4: Clients
2.5: Donors and volunteers
2.6: Stakeholders' requirements
2.7: Communication with stakeholders

Theme 3: Media platforms used by POWA
3.1: The different social media platforms
3.2: Social media in support of traditional media
3.3: Cost of managing communication

Theme 4: POWA communication database
4.1: POWA Communication database

Theme 5: Communication strategy
5.1: Current communication strategy
5.2: Cross functional planning within POWA
5.3: The nature of organisational communication media planning
5.4: Type of media messages communicated
5.5: Management of social media campaigns

Theme 6: Organisational objectives of POWA
6.1: Objectives of POWA
6.2: Challenges POWA faces
6.3: Action POWA has taken

Theme 7: Communication consistency
7.1: Coherent messages
7.2: Cross media planning

Research Objective 4:

The criteria for the integration of social media with organisational communication model were developed from the literature review (See Chapter 3: section 3.10)

The theoretical criteria developed were refined, adapted and integrated with the qualitative data collected to propose a framework

Research Objective 5:

Framework for social media integration with organisational communication, as presented in Chapter 6 in Figure 6.1.
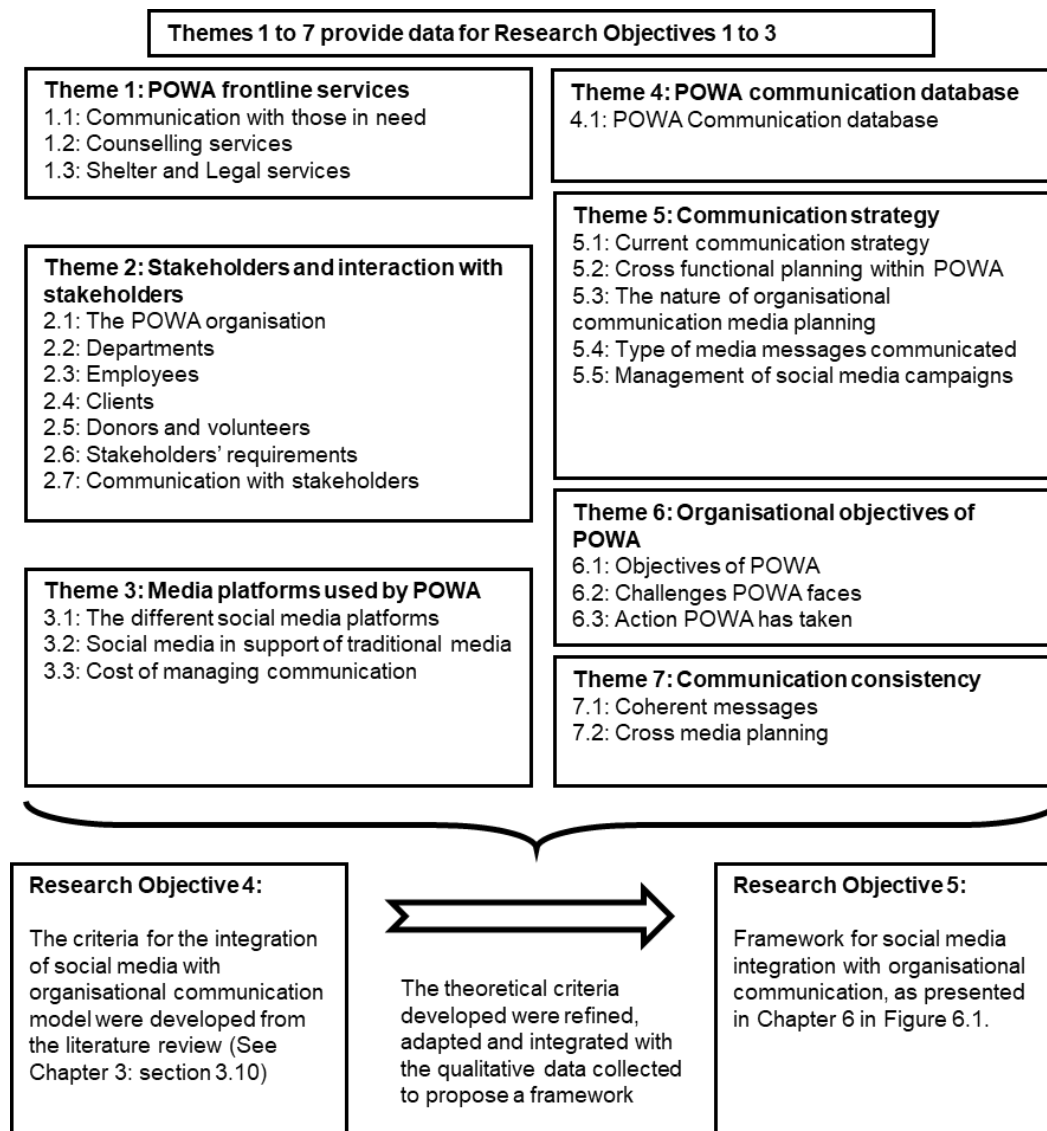
Figure 5.1: A thematic framework of the findings that will be used as input for the framework for social media integration with organisational communication.

5.3.1 Theme 1: POWA frontline services

The POWA goal is to ensure that every woman in South Africa has a voice and to raise as much public awareness about femicide issues affecting the country (POWA 2022). This means that the organisation can share their vision, mission and services they offer through social media networks at a relatively low cost, whilst also reaching a bigger audience. As a feminist, non-profit women's rights organisation, POWA provides an array of services to clients (and children where relevant) (POWA 2022). Table 5.2 below indicates the development of the theme 1: POWA frontline services, which gives a breakdown of the main services provided by POWA.

Table 5.2: Development of the theme 1: POWA frontline services

Sub-themes	Theme
1.1: Communication with those in need	
1.2: Counselling services	1: POWA frontline services
1.3: Shelter and Legal services	

5.3.1.1 Sub-theme 1.1: Communication with those in need

Based on the findings, it is clear that one of the primary services POWA offers to its audience in need is counselling services. The type of communication is external communication, which is defined as the exchange of information between an organisation and its outside stakeholders (Seitan 2017:121); in this case, the audience is people who require their services or have some sort of a need. The modes of communication in these networks are non-verbal and verbal communication, consisting of written, spoken and technology-based communication, such as social media (Eunson 2016:577). To reach people in need in the external environment, POWA uses different channels of communication to inform people about services on offer and to provide contact details. Communication channels used are traditional media, that includes print or broadcast media and social media and electronic

communication technologies such as the internet (Eunson 2016:577), that serves as a platform for social media. The location of the audience determines the effectiveness of communication channels to use. This is supported by the statement: "*Traditional media like radio will easy reach people in rural but social media is more of the suburb type of people*" (Participant 5).

Before the appointment of a delegated communication officer, POWA staff was responsible for monitoring social media on a rotational basis, and where necessary, respond to people in need by giving them their closest call centre number. This finding is supported by the followings statement: "*Previously, before we had Communication person we used to rotate, I remember, we used to have a roster of which office needs to look after Facebook*" (Participant 10). The following is an example of a POWA message that appears on Facebook: "*POWA is an organisation that provides referral services and shelter to women experiencing domestic violence*" (POWA Facebook page 2021). People in need would see these postings on Facebook, and those in need would submit postings, for example, "*I need help! Can u give me numbers that I can call?*" A representative of POWA would reply with a posting, "*You can send us an inbox with your contact details, or you can call the command centre on 076 694 5911*" (POWA Facebook page 2021).

At POWA currently, the responsibility to create and distribute communication messages is with the Communication Officer. The Communication Officer is the only one that is allowed to create and post on social media such as Instagram, Twitter and Facebook. This is supported with the statement that, "The *Communication Officer is the only one who interacts with the public, by sending our messages to the vulnerable*" (Participant 5). From the above, it is clear that one of the services provided by POWA is communicating and engaging people who are in need or in distress.

5.3.1.2 Sub-theme 1.2: Counselling services

The mandate of POWA is not to generate profit and if there is a surplus, it is retained in the organisation for use in operations (POWA 2021). POWA has a counselling department, where the counsellors provide telephonic counselling, email counselling, and face-to-face counselling with clients in distress as highlighted by the following

statement, "*These counsellors also do counselling via social media. Most of the counselling on social media comes through Facebook, rather than Twitter and Instagram*" (Participant 11). Findings from interviews revealed that counselling is challenging through social media as it is more time consuming than in person. A participant pointed out that, "*Yeah, well, we normally do. But then we always say via Facebook, it's like time consuming, you know, because you cannot really provide counselling over Facebook inbox, so you just calm them now and ask them to visit the centre*" (Participant 9).

The nature of POWA as a non-profit organisation means that more time spent on one victim of domestic abuse will result in delaying other victims' counselling appointments, given that POWA staff is limited due to budget constraints. Moreover, the counselling provided by POWA to victims of domestic abuse is free, implying that more time spent on one client will not result in additional costs to the client but simply delays the other clients' needs.

5.3.1.3 Sub-theme 1.3: Shelter and legal services

This sub-theme captures the role of the shelter and legal services provided by POWA. The main objective of the shelter is to provide a safe, "*therapeutic environment, where abused women can begin to deal with their situations and receive the necessary support*" (POWA 2021). POWA has two shelters that are situated in the East and West Rand and a Second Stage House, all of which accommodates survivors of abuse. Participant 9 revealed that, "*some women come here desperate with their lives in danger, and we accommodate them in one of the second stage shelters up to a year maximum*". The initial objective of the second stage house was to accommodate abused married women who need access to legal support to deal with their marital problems whilst also looking at starting their new lives. Participant 8 agreed with her colleague, further revealing that, "*The majority of women we accommodate are young unemployed single women you find that were cohabitating with partners and have more than one child. You see the trend has shifted, it is no longer old married woman seeking lawyers for divorce proceedings, and it is now a mix of students and sometimes underage women who are unemployed due to lack of education/school drop-outs*". From the interviews, it became apparent that although the women's main

problem is domestic abuse, their situation is made worse by the fact that they are unemployed, semi-skilled or unskilled and therefore dependent of their partners financially. Participant 10 revealed that, "*POWA also mentors the survivors after counselling, through some skills development programme that the social workers are in charge of, you know, so that at least these women can stand up on their own and be independent*". The skills development program is of paramount importance to ensure that the survivors of violence break the cycle forever. POWA is not remunerated for providing shelter, counselling and legal advice to victims for GBV (POWA 2021).

5.3.2 Theme 2: Stakeholders and interaction with stakeholders

To develop an understanding of the environment where the research was conducted, it is imported to identify and present the main stakeholders within the organisation's environment. Carroll and Buchholtz (2015:66) define a stakeholder as "an individual or a group that has one or more of the various kinds of stakes in the organisation".

A stake refers to an interest that an individual or a group has in an organisation (Carroll & Buchholtz 2015:65). Table 5.3 below indicates the development of the theme 2: Stakeholders and interaction with stakeholders.

Table 5.3: Theme 2: Stakeholders and interaction with stakeholders

Sub-themes	Theme
2.1: The POWA organisation	2: Stakeholders and interaction with stakeholders
2.2: Departments	
2.3: Employees	
2.4: Clients	
2.5: Donors and volunteers	
2.6: Stakeholders' requirements	
2.7: Communication with stakeholders	

5.3.2.1 Sub-theme 2.1: The POWA organisation

The discussion that follows provides findings from semi-structured and focus group interviews as explained previously. POWA is a non-profit organisation that was formed by a group of women volunteers in 1979 to assist women who experience domestic violence (POWA 2021). The vision of POWA is reflected in the following statement, "*Our vision is a safe and equal society intolerant of all forms of violence against women and girls in all our diversity, where we are treated with respect and dignity and our rights are promoted*" (Participant 9). Furthermore, the core business of the organisation is reflected in the following statement from one of the participants, "*The core business of POWA is to provide professional services, namely advocacy training, psychosocial supported legal advice, and sheltering to survivors of violence, specifically, women survivors*" (Participant 10). Participants therefore view POWA as an organisation, which any women in need can approach for professional assistance.

5.3.2.2 Sub-theme 2.2: Departments

Based on the information provided by participants, the following departments or divisions were identified within the structure of the organisation. The head office of POWA is situated in Berea, Johannesburg where top management is nested under a Chief Executive Officer (CEO). Within the organisational structure there are administration, auxiliary (social workers), clinical, communications, fundraising, legal, medical and training departments as presented in Figure 5.1 below. The clinical department is the psychosocial support department. "*We have a clinical department, which is the psychosocial support department*" (Participant 11). Administration departments are responsible for human resources and financial functions. Figure 5.2 below depicts the organisational structure of POWA.
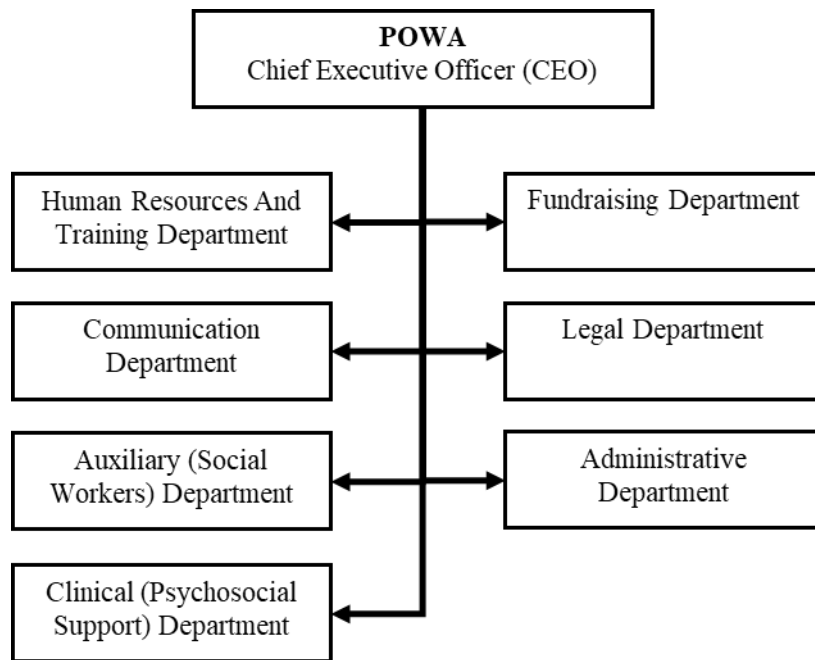
Figure 5.2: Organisational structure of POWA

POWA is currently reviving its legal department as financial constrains forced it to close down as supported by the following statement, "*We had a legal department in the previous years, but it was then taken down for financial reasons. We couldn't afford to pay the employees anymore*" (Participant 11). The new legal department consists of two paralegals, a legal manager and the legal assistant.

5.3.2.3 Sub-theme 2.3: Employees

For this study, employees are the organisation's internal stakeholders, who are motivated and kept informed through organisational communication, thereby enhancing job satisfaction (Fussell & Kreuz 2014). Based on the information collected through the interviews, it seems that the organisation employs an array of employees that specialise in different functions like communication specialist, managers, social workers, human resources, financial and administrative staff and lawyers as supported by the following statement, "*Obviously, there's Mary, who's the CEO, then there's me Communications Manager, and then there's a Clinical Counselling Services Manager for the West Rand, and a counselling services manager. Then there is the legal manager. And then there's the Human Resource manager*" (Participant 11).

5.3.2.4 Sub-theme 2.4: Clients

POWA's primary goal is to ensure that every woman in South Africa has a voice and to raise as much public awareness about femicide issues affecting the country as possible (POWA 2021). People affected are motivated through social and traditional media postings that motivate them to speak, "*So for example, if they post something like, 'it is okay to speak' something about POWA helping you. When it comes to the poster, it will be something like, 'break the silence*" (Participant 2).

The awareness being raised through 'you have a voice' campaign is intended for primary clients of POWA, which are women and their dependents that were subjected to domestic violence and abuse. Sometimes it is men that seek help, as highlighted with the following statement, "…s*o we are against women abuse. But there are times, for example, where there's a walk in and it is a man who comes in, you cannot turn them away*" (Participant 11). These clients do not pay for services rendered, as it is free, "*I think the goals of POWA, what they aim to achieve and simply emphasising, is that their services are free*" (Participant 1). To work with people that were subjected to domestic violence and abuse is challenging as one participant stated, "*Some clients come in angry, some anxious, others crying. So, I have to see and assess them before taking an informed decision of sending them to the social worker*" (Participant 9).

It is therefore clear that POWA strives to assist as many needy females as possible and continues to work tirelessly amid the challenges they may face.

5.3.2.5 Sub-theme 2.5: Donors and volunteers

Without donors and volunteers, POWA, as a non-profit organisation cannot survive as highlighted with the following statement, "*As a women's rights organisation addressing violence against women and girls, the organisation struggles for funding, as is the case with many NGOs*" (Participant 3). POWA has successfully been funded by the following organisations, "*South African Department of Social Services, South African Department of Health, and the National Lottery to name a few*" (Participant 3).

On the POWA website, there are several donors and members of the public that are listed that contribute to a well-deserved cause as highlighted by the following statements, "*Thank you House of Busby for your donation and to all the women and girls who donated their jeans to POWA*" and "*Survivors at POWA places of safety for offering access to the training for 1 year". "Thank you iLearn for your computer training donation*" (POWA, 2021). Volunteers are very important resources for POWA as a non-profit organisation with limited resources. The organisation is looking for people with human resource, marketing or legal background to donate their time (POWA 2021).

5.3.2.6 Sub-theme 2.6: Stakeholder's requirements

This sub-theme indicates that organisational communication through social media is oriented to the needs of stakeholders (Verheyden & Goeman 2013), and this was evident from the findings which revealed that organisational communication through social media placed importance on meeting the needs of stakeholders. Stakeholders are very critical to the existence of POWA, implying that their needs must be met when organisational communication is conducted through social media. Data from interviews pointed out that some of the messages that were communicated by POWA through social media focused on display of accountability.

This is supported by the statement that, "*An average of 360 incidents of physical and sexual abuse against women and children takes place in South Africa daily. POWA, once again, is pleading with the members of the criminal justice system to take violence against women and children seriously*" (Ayana magazine 2019).

Some of the POWA communications were incorporated in both social media and traditional media as highlighted by the following statement, *"The same message of stop abuse on the social media with the #enddomesticviolence appears on Twitter, Facebook, Instagram, and even when they appear on TV interviews" (*Participant 1). On the JOKO South Africa website, as main sponsors of POWA, the POWA hash tags are on display as well, for example, "*Thank you for caring. Thank you for visiting this website. Whether it is to learn more about domestic violence, buy JOKO tea to help*

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donate to POWA or simply to leave encouraging messages for women who need it, we salute you. You are the true hero of #EndDomesticSilence" (JOKO 2021).

A very important aspect is that of transparency, donors are willing to donate, but needs to know what happens to the monies donated. In connection with that, one participant indicated that, "*Also when there are events they post on social media about them, for example, and that's transparency for us, it shows where the funds go to. Also live streaming events where they are delivering donations to shelters*" (Participant 11).

5.3.2.7 Sub-theme 2.7: Communication with stakeholders

Potential donors and volunteers need to be kept abreast with information pertaining to the organisation through communication messages via different communication channels and media. This is supported by Guo and Saxton (2014), asserting that stakeholders such as donors and volunteers, can be motivated through organisational communication when kept informed regarding the organisation's activities. At POWA, only two dedicated employees communicate with donors and conduct postings on social media as supported with the following statement: "*There are 2 people here that communicate with donors and posts stuff on social media, I think one is in charge of getting more donors out there, and the other is in charge of sending supportive motivation stuff*" (Participant 2).

Moreover, POWA uses social media to communicate with potential donors as supported by the following statement, "*You see motivational posts on one day and fundraising posts on a different day on the social media pages; they never post on the same day*" (Participant 3). Therefore, concerning communication with stakeholders, POWA understands the importance of aligning its communication messages to ensure that there is consistency in the messages being conveyed. This is evident from the findings, as a single department is tasked with the communication activities of POWA. Such an arrangement implies that messages emanate from a centralised place, which is an important aspect of integrated communication.

5.3.3 Theme 3: Media Platforms used by POWA to communicate with stakeholders

The focus of this theme is on the discussion of media used for organisational communication at POWA. Table 5.4 below depicts the development of the theme 3: Media platforms used by POWA.

Table 5.4: Theme 3: Media platforms used by POWA to communicate with stakeholders

Sub-themes	Theme
3.1: The different social media platforms	
3.2: Social media in support of traditional media	3: Media platforms used by POWA to communicate with stakeholders
3.3: Cost of managing communication	

5.3.5.1 Sub-theme 3.1: The different social media platforms

Most of the social media platforms are generally developed to enable conversations among individuals and groups (Verheyden & Goeman 2013). The conversation occurs on social media for various reasons, such as individual's tweet and blogs to make contact with people with similar interests; in search of companionship; to develop their self-esteem; or to keep abreast with trending topics online (Beirut 2009). Based on the data obtained from semi-structured interviews, it is clear that POWA uses different social media platforms in its stakeholder communications effort.

Facebook and Instagram, for example, are for motivational messages, whilst Twitter is about the conversation, and where most of POWA campaigns are posted. The effectiveness is monitored by the re-tweets generated.

According to Lovejoy and Saxton (2012:3), social media also comes with an opportunity for interpersonal engagement, interaction and two-way communication for non-profit organisations. This is reflected in responses collected from participants, which indicated the type of social media used by POWA in organisational

communication. For instance, one participant revealed that, "*Yeah. We have a WhatsApp group in my company. So, mostly we share information there and every employee is on that group. But we do use emails too; sometimes you will receive an email alerting you of a meeting, sometimes a phone call*" (Participant 6). Another participant depicted that, "*So they use Facebook, Twitter and radio mostly to maybe communicate with like the public*" (Participant 9). The other participant indicated that, "*However, diversity might reach more; meaning if we combine all the media in communication more victim of gender-based violence will be reached*" (Participant 8). It is good news to non-profit organisations that most of the social media platforms are free or relatively cheaper than traditional communication media (Bartow 2017:26), as this allows POWA the opportunity to utilise various social media platforms to reach different target markets and in turn allows the audience to easily access support services at POWA for free.

5.3.5.2 Sub-theme 3.2: Social media in support of traditional media

The findings obtained from interviews revealed that POWA makes use of both emails and WhatsApp to communicate internally and use social media and radio to communicate with the public. The rationale for combining traditional media with social media is that some of the potential victims of GBV might not afford smartphones and access to internet. This is supported by the participant who revealed that "*I think it's also depended on your target market, people you targeting if they have access to internet, you know, your social media, like Twitter. So, I think the traditional way of doing things is kind of convenient for them*" (Participant 3).

Not all potential victims of GBV can be accessed through social media, hence more traditional communication channels could be used by POWA to reach a bigger target market for example radio and TV interviews as supported by the following statement, "*Since I'm in the township, I would like to hear more about POWA on our local community radio stations where local people are listening to. I've seen that because even my friends and my family members, they listen to community Radio, so then people can know more about POWA because you cannot reach people locally, I normally get calls from people who are in Cape Town and you find that people are on TV*" (Participant 11). According to Leonardi et al (2013: 9), care should be taken to

ensure that both external and internal communications are achieved by using social media in conjunction with traditional organisational communication. This is because social media complement traditional media and should not replace it entirely (Leonardi et al 2013:12). It is evident, based on viewpoints illustrated here, that an integrated organisational communication approach will assist POWA in reaching its target audience (Cornelissen 2011).

5.3.5.3 Sub-theme 3.3: Cost of managing communication

Cost management is very important for POWA as supported by the following statement, "*I think POWA uses more social media to send out motivational messages and fundraising as it is free, it's actually beneficial to the organisation because it's free. It's free space, even though it doesn't like really reach out to all*" (Participant 11). As a non-profit organisation, the budget for POWA is limited given that all financial resources used within the organisation are from donations.

Non-profit organisations are characterised by limited resources and therefore, constantly search for the best and most cost-effective means to communicate with stakeholders (Sammons 2011:11). Various social media such as Facebook, Twitter, LinkedIn and YouTube are low cost, interactive and decentralised, hence used by non-profit organisations for advocacy (Guo & Saxton 2014:60). This is in contrast with direct mail and telephone, among others, which are traditional media platforms where social media has been integrated with, due to them being costly, non-interactive and centralised (Guo & Saxton 2014:60).

5.3.4 Theme 4: Communication database

This theme provides a deliberation of the importance of databases in organisational communication. A database is a set of data that is grouped in a central location that is accessible to all employees within the communication department (Breakenridge 2012:62). This is one of the critical components of the Ehlers (2002) model for structuring integrated communication, which was discussed in Chapter 2, and used as a theoretical foundation for the development of the theoretical criteria in Chapter 3.

From interview findings, it became evident that a database is essential to have for storage of organisational communication. Table 5.5 below is a depiction of the theme 4: Communication database.

Table 5.5: Theme 4: POWA communication database

Sub-themes	Theme
4.1: POWA Communication database	4: Communication database

5.3.4.1 Sub-theme 4.1: POWA communication database

From participants it was established that documentation of events from around 1985 is not available as supported by the statement, "*but if you were to say can you send me photos of the marches that POWA did in 1985 and 1986, none of that's documented*" (Participant 10). This implies that POWA has no existing institutional memory prior to 1985. Nonetheless, beyond this year, the organisation developed a database to keep their important records.

From interviews with participants, it seems that in later years POWA has adopted a database where records of all organisational communication are kept. This was revealed when a participant pointed out that, "*So we have this register. Then in 2016, we had something that was called Information Management System (IMS). So, we used to populate the system, you also had to, like type in this information on the IMS so that you can have a record. So, I think what made it to not work previously was the fact that it was time consuming, because they didn't only want us to type information of 2016 we also had to go back to the previous years*" (Participant 11).

The database was eliminated and for a long time POWA functioned without a communication database. The elimination of their communication database resulted in POWA losing its institutional memory as highlighted by the following statement, "*We don't have any memory of what POWA last year or 3 years ago did. It's like we do something and it just vanishes into thin air*" (Participant 10). The implication is that POWA has no knowledge of accumulated past experiences that can be used towards making decisions.

Currently, POWA employees use a manual paper-based system that is costly, labour intensive, the risk of information mismanagement is high and data extraction for decision-making is a challenge as highlighted by the following statement, "*What I do is, um, yeah, I do have a folder that is called social media. And then I have like the, for Monday, I have all the messages that I want to post on Monday, Tuesday, Wednesday, Thursday, Friday. I put it up like that. And then I also have a folder called events. And then also what I do is I have a section called press releases, the press releases for the organisation, I have a folder in my computer too*" (Participant 10).

The lack of a proper functioning database is a shortcoming that POWA management seems to have realised. Currently the organisation is in process of re-implementing an improved version of the old IMS database as supported by the statement, "*Last week or last of last week, they had a meeting, where they want to re-implement the communication database*" (Participant 11).

Breakenridge (2012:62) insists on the importance of a common sharing system comprising of universal calendars to depict affairs, universal keywords and varying focus areas of other departments that could be communicated through social media and traditional media. Thus, maintaining a database for keeping records of organisational communication is a crucial element in integration of organisational communication as highlighted in the next section.

5.3.5 Theme 5: Communication strategy

This theme involves the view that communication strategy is vital to the integration of social media with organisational communication at POWA.

The theme became apparent from the interviews, which highlighted that POWA practices control in the content that is shared via social media communication. Table 5.6 below indicates the development of the theme 5: Communication strategy.

Table 5.6: Theme 5: Communication strategy

Sub-themes	Theme

5.1: Current communication strategy	
5.2: Cross functional planning within POWA	
5.3: The nature of organisational communication media planning	5: Communication strategy
5.4: Type of media messages communicated	
5.5: Management of social media campaigns	

5.3.5.1 Sub-theme 5.1: Current communication strategy

Heide et al (2018:452) opine that a communication strategy relates to how organisational communication activities are undertaken to fulfil the overall mission of the organisation. Based on the data collected from participants, there is evidence of business processes at POWA that appears to have been derived from a communication strategy, which may have existed in the past, which facilitates the way employees at POWA communicate on social media with stakeholders. One participant indicated that, "*I do follow the page but, if maybe it's not my turn to check the Facebook page for POWA I don't*" (Participant 9). Another participant pointed out that, "*I remember we used to have a roster that indicated which office needed to look after the Facebook page for a certain period of time*" (Participant 10). Participant 11 highlighted that, "*No, no, no, what we do have is the operational strategy, well, this is just some guidelines we give to the team as the official Communication Strategy document is still under review. So, we do explain what platforms we're going to be using. So, we'll say we'll use traditional media and social media. And we'll use the WhatsApp group*".

Another participant indicated that the organisation does not have a communication policy in place, as supported by the following point, "*we never had a policy that limits us on who can communicate with who about the organisation*" (participant 13).

POWA was formed in 1979 and over the years, it developed into a strong non-profit organisation that makes a difference for women experiencing domestic violence. To be that effective and successful, the organisation needs to have strategies and business policies and procedures in place. For some reason, there was deterioration

in business activities. Evidence for this statement is found in the fact that one participant emphasised that, "*We had legal department in the previous years, but it was then taken down for financial reasons. We couldn't afford to pay their employees anymore*" (Participant 11). Without effective management from the top, employees just carried on with how they operationalised the communication strategy of that period and where the need arise adapt to the situation.

Cornelissen (2011:84) asserts that for organisational communication to qualify as strategic, it is vital for the communication strategy to be linked to the overall organisational strategy in order to add value. It is for this reason that there has been a shift from organisational communication being regarded as a tactical function to being considered as an extension of the strategic process (Cornelissen 2011:397). From the data above, it is clear that POWA does not have a communication strategy in place yet, instead instructions or guidelines are being provided whenever a need arises. This was confirmed by Participant 11, "*But I am busy finalising the communication strategy for approval by our CEO, once approved we will circulate it among the team and implement it*". This means that for POWAs communication to be fully integrated, the communication strategy will have to be fully implemented and operational, to ensure a successful integration.

5.3.5.2 Sub-theme 5.2: Cross functional planning within POWA

Cross-functional planning within an organisation is to ensure that all goals and activities of all departments within an organisation are aligned with the organisational strategy to ensure smooth functioning.

These cross-functional meetings are carried out at POWA, as supported by the following statement, "*So basically, the legal manager, communication officer and the fundraising officer recently had a meeting to look at how we can work better together*" (Participant 11).

Cross functionality is vital, given that there is cooperation amongst all sections in the organisation about planning and monitoring of stakeholder relationships, and the organisation's brand (Duncan 2001). The presence of a mechanism to promote social

media communication at POWA can be depicted through responses from participants such as, "*But I think there was a time when communication lady asked me something, that she's thinking about posting something on social media but wanted to go through it with a social worker first, to see if it won't be offensive for victims*" (Participant 11). This indicates that an integrated system at POWA exists, which ensures that there is cross-functional planning on social media communication.

The other participant expressed that, "*So we get all the managers together to decide on content for social media because if we don't have managers together, we could end up missing, missing important information*" (Participant 10). It is palpable from interview participants that cross-functional planning is a critical element in the use of social media for organisational communication. Therefore, integrating social media with organisational communication requires dedicated cross-functional planning to realise the goal of communicating a similar message to all stakeholders (Cornelissen 2011:85).

5.3.5.3 Sub-theme 5.3: The nature of organisational communication media planning

This sub-theme includes a deliberation of the nature of organisational communication media planning. It became apparent from the findings that there are numerous parties involved from different departments, which are conducive for integration of organisational communication. The data obtained from interviews revealed that the communication department works with other departments and branches when drafting organisational communication strategies. For instance, a participant depicted that, "*The communication lady does sometimes ask any of us what we think about a post*" (Participant 5).

Another participant revealed that "*Yeah. Yeah, sometimes she does ask, one time she asked me about a motivation post she wanted to post, if it was too sensitive or not*" (Participant 7). This was further supported by another participant from a different branch that, "*she does check with us now and again and ask for our views on the messages she is posting, like do you like it, do you think victims will find comfort in this motivational message*" (Participant 10).

It is apparent from data obtained from interviews that there is involvement of other departments in planning of organisational communication, and this reflects cross-functional planning which is vital for integration of organisational communication. This view is further supported by one participant who added, "The communication officer *always involves the account department and fundraising department for any fundraising campaigns to discuss the kind of communication to post*" (Participant 9). Even though there is involvement of other departments in the planning of organisational communication, the communication department is one that is ultimately responsible for the entire organisational communication at POWA. Thus, the communication department plays a key role of coordinating communication, which is, according to literature, one of the vital elements of the integration of organisational communication (Ehlers 2002).

5.3.5.4 Sub-theme 5.4: Type of media messages communicated

This sub-theme involves the discussion of the type of media messages that are communicated via social media used by POWA. It became apparent from the data obtained from the focus group, that there are various types of messages being communicated by the organisation on their three main social media pages, being Twitter, Facebook and Instagram. A participant revealed that, "*They send comforting and motivational messages via Twitter, Facebook, and Instagram. Their messages are more to encourage the public to speak more about abuse and motivation posts*" (Participant 2).

Another participant added, "*but they also send fundraising messages asking for donations. I have seen some posts on Facebook and Twitter, I don't know if they also post on Instagram as I don't have Instagram myself*" (Participant 1).

This view was supported by one participant who added that, "*And they do sometimes stream live on these social media when we have like functions. For example, last week they had a fundraising event, and it was streamed on Facebook*" (Participant 3).

It is evident from the data obtained from the focus group that POWA uses social media to broadcast different messages to stakeholders, which involves advocacy and

fundraising (see Chapter 3, paragraph 3.7), these are messages often communicated by non-profit organisations. Social media also comes with an opportunity for interpersonal engagement, interaction and two-way communication for non-profit organisations (Lovejoy & Saxton 2012:3). It is recommended that every organisation have a social media presence, regardless of size or distinction (Bergstrom & Backman 2013).

Even though numerous messages are communicated by POWA using various types of media, the same message is shared on all three social media pages. For example, the same motivational message one sees on POWAs Facebook page is copied and duplicated in Instagram and their Twitter page. The reason for this sharing across platforms is highlighted by the following participant, "*Usually, if we have a message to post, well put it on all the different platforms, because one thing we find is, somebody might be following us on Facebook, but not on Twitter, and another person might follow us on Instagram, but not on Facebook*" (Participant 10). This finding is supported by the following statement, "*I usually see same posts on Instagram, and Facebook, which has the same hash tag as the JOKO branded teabags "break the silence*" (Participant 2). Another participant revealed that, "*I haven't come across something communicated from another branch where I wasn't aware, I think we all get the same message through our WhatsApp group, haven't seen any conflicting ones*" (Participant 4).

It is palpable from data obtained from the focus group that POWA communicates consistent messages to its stakeholders, whether it is internal or external stakeholders. Communicating consistent messages is aided by the role of communication coordination that is played by the communications department, implying that similar messages will be communicated by the organisation. Thus, standards have been put in place at POWA in connection with the way organisational communication is planned, to make certain that communicated messages are the same.

The definition of integrated organisational communication by Christensen et al (2008:424) recognises the importance of integration of organisational communication, in order to ensure that a coordinated message is spread. Integrated organisational communication attempts to harmonise separate aspects of organisational

communication into a cohesive unit, thereby eliminating fragmentation (Angelopulo & Barker 2013:39). The apparent benefit of integrated organisational communication is to enable the organisation to communicate with its internal and external stakeholders continuously, distinctly and consistently (Christensen et al 2008:424).

5.3.5.5 Sub-theme 5.5: Management of social media campaigns

This sub-theme focuses on the type of support that is provided by management in organisational communication through social media. Christensen et al (2008:424) define integrated organisational communication "*efforts to coordinate and align all communications so that the organisation speaks consistently across different audiences and media*". For POWA, as a non-profit organisation, an integrated organisational communication strategy is very important to ensure a coherent image of the organisation is portrayed to stakeholders.

From the data collected from participants, the communication officer position was vacant for some time as supported by the following statement, "*Previously, before we had a communication person, what used to happen is we used to rotate, I remember, we used to have a roster of which office needs to look after Facebook*" (Participant 10). External organisational communication at POWA used to be done by different employees, as highlighted by the following statement, "*Before Communications officer was appointed, POWA was open for us to speak to any medium anyhow. I would get a call from a Radio stations/ reporter; they say we are seeing an increase in gender-based violence; we would like to interview a social worker about that. So, I will have to do that if it is in my area. If it's maybe out of my area, say in Tembisa, I let them know that there is an office there and connect them with that office*" (Participant 10).

This situation changed as one of the participants reported that, "*I overheard that they are in the process of hiring a communication coordinator who will assist the new communication officer with these social media things*" (Participant 1).

From the contribution of one of the participants, it became clear that the communication officer was newly appointed and has taken over the communication responsibility on behalf of POWA, whilst they are still busy with interviews for the

communication coordinator, "*We have a Communication Department, which is new. Communication Officer is the only one who interacts with the public, by sending our messages to the vulnerable; they are busy with interviews to add an assistant to her*" (Participant 10).

Participant 11 in this study is the newly appointed communication officer and her contribution highlighted the critical role that management plays in the formulation of communication strategy, "*Yeah, so basically, I have given Mary, the CEO a draft communication strategy, and the draft communications plan for 2021 for approval*" (Participant 11). The participant carried on by revealing some of the contents of the communication strategy such as, "*What we do have in the strategy is, we do explain what platforms we're going to be using. So, we'll say we'll use traditional media and social media. And we'll use the WhatsApp group*" (Participant 11). The other participant added that, "*There is someone in charge of fundraising for POWA, before she posts anything in the social media pages, she checks with the communication officer, so that they are in sync, and they both agree on content*" (Participant 9). This shows that the communication officer works together with the fundraiser to manage social media campaigns to ensure consistent messages are being circulated on the POWA social media platforms. The element of interdependence, which is crucial in integration of organisational communication, according Angelopulo and Barker (2013:29), is revealed through the interdependence between the overall organisational strategy and the communication strategy, as highlighted by participants. The next section focuses on the discussion of findings of the qualitative content analysis conducted on the secondary data resources.

5.4 Data analysis and interpretation of findings from secondary data

This section focuses on the findings from the qualitative content analysis that was conducted on secondary data that were extracted from four annual reports dated 2016 to 2019, messages obtained from two articles that were published by two different local magazines covering POWA activities between the year 2018-2020 (*Bona magazine* and *Ayana magazine*) and messages or feeds that POWA posted in social media pages like Facebook and Twitter from August 2018 to August 2020 that were accessed on POWAs social media platforms. The findings are discussed using main

themes and sub themes that became apparent during the coding process. A comprehensive deliberation of the themes is made below.

5.4.1 Theme 6: Organisational objectives of POWA

Data which was analysed from the documents and feeds revealed that the proposed communication strategy for POWA (that is still under approval) as discussed under section 5.5.5 (Absence of a Database-centric approach) has clear business objectives, which involves raising awareness regarding the activities of the organisation, consisting of fighting against abuse of women, provision of counselling, provision of shelter, provision of legal services, advocacy, community engagement and fundraising. Table 5.7 below depicts the development of the theme 6: Organisational objectives of POWA.

Table 5.7: Theme 6: Organisational objectives of POWA

Sub-themes	Theme
6.1 Objectives of POWA	
6.2: Challenges POWA faces	6: Organisational objectives of POWA
6.3: Action POWA has taken	

5.4.1.1 Sub-theme 6.1: Objectives of POWA

As a feminist organisation, POWA supports women by providing them with training, psychological support, sheltering to survivors of abuse and advocacy. "*POWA is committed to enhancing the quality of life of all women and girls*" (Annual report POWA 2017).

The objective of POWA is to continue assisting victims of abuse in every way possible until they regain their independence. These communication objectives that form part of the communication strategy for POWA, seeks to underpin the overall strategic objective of the organisation, which is to "*create a safe and equal society that is free from violence against women and girls from all diversity*" (POWA 2021). As an organisation, "*we strive for female liberty, by calling on all women and girls to be*

treated with respect and dignity and ensuring that their rights are promoted" (Annual report POWA 2017).

According to the annual report from POWA (2016), "*management communicates the overall objectives of the organisation to departments, and the communication department incorporates the organisational objectives into their communication objectives and the ensuing communication activities*". Therefore, management supports the communication objectives that seek to promote the overall organisational strategy. In the POWA press release cited in the Annual report POWA (2016), the project department emphasised on the goal of sector training that POWA offers to the victims of abuse. "*The major objective of the sector strengthening training is to fortify the active voice and agency of local communities in ending the silence on domestic violence*". Based on these findings, it is clear that the POWA communication strategy is aligned with the organisation's objectives.

5.4.1.2 Sub-theme 6.2: Challenges faced by POWA

Being a non-profit organisation has its own challenges, especially when all funding is dependent on sponsors and donors. POWA depends "*a great deal on funding and sponsorship from various organisations*" (Annual report POWA 2016). With the COVID 19 pandemic, POWA has not been spared in terms of financial constraints. A number of NGOs have been forced to scale down their services in response to the pandemic (POWA 2021). Challenges brought about by the global recession also affected POWA as funding levels dropped (POWA 2021). POWA is struggling to retain its employees, which has resulted in a number of departments closing down. This means that some departments have had to incorporate tasks from different departments to close the gap.

This was revealed in the Annual Reports (POWA 2016-2017), "*Communication and Legal department have had to close down in the past, and only recently been revamped*".

This has not only affected the objectives of the organisation, but also meant that the organisation has been without a communication specialist for the longest time, which

affected the visibility of the organisation, hence also a motivation for developing a framework for social media integration at POWA in this study (Annual reports POWA 2016-2017).

5.4.1.3 Sub-theme 6.3: Addressing POWA's challenges

This sub-theme focuses on the actions that POWA has taken to meet the challenges they face as a feminist organisation in pursuit of the objective to end GBV and how financial challenges are managed. POWA submitted a plea with the members of the criminal justice system to take violence against women and children seriously. "*We as POWA recommend that the suspects in domestic violence cases should not be given bail, based on the sensitivity of domestic violence as frequently, the suspect usually interferes with the state witness*" (Ayana 2019).

POWA launched a GBV application aimed at assisting women fight abuse by providing them with emergency services that they can access anytime the need arises. This means that victims of abuse can contact POWA via the application, anytime they are experiencing GBV related emergencies (BONA 2017). This shows that POWA is intensely working to meet its objectives of eradicating gender- based violence in South Africa.

In addition to meeting the challenges of GBV, POWA is working on meeting the financial constraint that led the organisation to close several departments a few years ago. According to the Annual Report of 2018, POWAs main goal in hiring a fundraiser and reopening the communication department was to ensure the presence of the organisation in social media platforms to find more sponsors/donors for the organisation.

"*POWA recognises the importance of working relations and partnerships with other organisations that complement our services, notably Agisanang Domestic Abuse, Prevention and Training (ADAPT)*" (BONA 2017). Several organisations in the Western Cape including MphoYaBasadi (meaning Women's Gift in Sesotho) in Zwelethemba in Worcester and Philisa Abafazi Bethu (Xhosa for Healing Our Women)

based in Lavender Hill have signed a Memorandum of Understanding with POWA pledging to assist the organisation (POWA Press release 2021).

5.4.2 Theme 7: Communication consistency

Belch and Belch (2012:10) assert the importance of communicating consistent messages for a non-profit organisation to depict a unified organisation. Table 5.8 below indicates the development of the theme 7, communication consistency.

Table 5.8: Theme 7: Communication consistency

Sub-themes	Theme
7.1: Coherent messages	
7.2: Cross media planning	7: Communication consistency

5.4.2.1 Sub-theme 7.1: Coherent messages

For this sub theme, communication of coherent messages will mean narrating the main idea in relation to organisational communication. This idea would then need to be integrated with all communicated messages to make certain that clear messages are generated for all media used by POWA. It was through analysis of the POWA Facebook messages that the campaign "*End Domestic Silence and Stop Gender Based Violence*" was revealed as the main idea that was communicated by POWA. Data analysed from POWA Instagram page indicated a similar campaign was communicated by POWA as #EndDomesticSilence. Moreover, data reviewed from Twitter feeds depicted a similar campaign was communicated by POWA as #EndDomesticSilence.

 "*In the drive to end the silence surrounding domestic violence, Unilever tea brand, JOKO is running the #EndDomesticSilence initiative with POWA*", (@POWA September 2019).

It is evident that the main message communicated using the campaign tagline focused on encouraging women to talk about GBV that they experience, in an effort to resolve it. The sub messages that were communicated on Twitter, such as #NotoAbuse and #StopGBVF were merely supporting the same message that women should refuse to be abused through talking about it and that GBV must be ended through talking as stated, "*The #EndDomesticSilence aims to support victims of domestic violence in ending their silence with information tools and the provision of more safe spaces*" (Annual Report POWA 2018). Therefore, the idea of promoting "speaking out" when involved in GBV was emphasised in all social media networks and documented by POWA. A press release statement quoted by Bona (2018) also added that, "*A substantial part of the #EndDomesticSilence initiative involved training Non-*

governmental organisations, corporate entities and public sectors across South Africa on numerous aspects of domestic violence" (Bona 2017). The subsequent discussion is on the sub theme of cross media planning.

5.4.2.2 Sub-theme 7.2: Cross media planning

For this theme, cross media planning mean the coordination amongst the sections within the communication department responsible for planning of organisational messages to be communicated on both traditional media and social media. Data obtained from the organisation's website (POWA 2021), revealed that the communication department at POWA has two sections; one is responsible for organisational communication through traditional media and the other through social media for fundraising. "*The fundraising department of POWA is responsible for seeking donors and sponsors for the organisation through engaging in social media posts*" (Ayana magazine 2019). Since the messages communicated by POWA through traditional media and social media should be coherent, this implies that these two sections have to work together in planning the organisational messages to be broadcasted.

The findings from the Annual General Meeting (AGM) Reports, between 2016 and 2019 revealed that the planning of messages to be communicated on all media is conducted by both the traditional media section and the social media section.

The social media section has an advantage of engaging with stakeholders and the feedback from stakeholders is used as input in drafting future messages, which will be broadcasted on both traditional and social media. "*The #EndDomesticSilence initiative also involves having Teat Talks, which are community dialogues where communities engage in open, honest conversation over Joko tea about domestic violence*" (Annual Report POWA 2019).

This initiative was also broadcasted via POWA social media networks, where photos of groups of people having Joko tea were featured. This serves to make certain that the messages communicated on traditional media and social media are coherent. Cross media planning was derived from cross-functional planning which involves the

interaction of more than one function in planning (Angelopulo & Barker 2013). Thus far, the results of the thematic analysis have been discussed, and a summary with key findings, lessons and researcher's reflections will be presented below.

5.5 Summary of key findings, implications of the findings and lessons

It should be noted that the findings are in accordance with the literature and addressed the research objectives of the study. Literature highlights that cross-functional relations are one of the elements of organisational communication integration (Ehlers 2002:339), and the study proved that POWA works together and that their functions interlink with each other to ensure smooth communication across board. For example, the counselling service department communicates with the shelter and legal department if there are any legal issues or need to offer shelter services to protect some of their clients. The data also showed that the communication department engages the different departments before communicating with the public, which proves POWA's effort to integrate its communication across different departments. This cross media planning in turn, promotes message consistency in the organisation, as it ensures that consistent and coherent messages are communicated with both internal and external stakeholders.

The findings showed that POWA also utilises social media to engage with its stakeholders, like sending motivational messages on platforms like Facebook and Twitter. Social media platforms enable conversations among individuals and groups (Verheyden & Goeman 2013). The motivational messages sent by POWA triggers a conversation from the audience as they start engaging in discussions in relation to the messages being shared, therefore encouraging them to speak and reach out for help via emails or by contacting the organisation. This is further prove of the importance of integration of social media with organisational communication in a non-profit organisation. It helps depict a coherent image of the organisation as the mission and values of the organisation will align with the actual actions that derive from the organisation's day to day communication activities. Social media platforms can promote debates and also bring people with similar issues under "one roof", which in the case of POWA, is through the daily motivational posts that helps people feel heard, knowing that there are other people out there with similar issues.

5.6 Summary

The chapter presented findings of the thematic data analysis that was conducted through face-to-face semi-structured interviews, focus group and the content analysis on secondary data selected for the study. The deliberation of the entire findings of the study was made from the perspective of a non-profit organisation. The main findings of the study were then explained, which grouped all the findings into palatable chunks that allowed the researcher to summarise. The next chapter focuses on refining the framework for social media integration with organisational communication, conclusions and future research recommendations.

CHAPTER 6: REFINING THE FRAMEWORK FOR SOCIAL MEDIA INTEGRATION WITH ORGANISATIONAL COMMUNICATION

6.1 Introduction

in the previous chapter, findings of the thematic analysis conducted on the qualitative data collected through three face-to-face semi-structured interviews, focus group interviews and the qualitative content analysis conducted on secondary data sources selected for the study were presented. In this Chapter, five research questions defined for the study in Chapter 1 will be answered based on the findings from the data analysis. This chapter proposes a framework for social media integration with organisational communication that is based on refined criteria that were presented in the literature review and findings from the empirical research. In closing, recommendations for future studies are tabled and an overall conclusion of the entire study is presented.

6.2 Answering the research questions

The main research question for this study was defined in Chapter 1 as follows:

> *How can social media be integrated with internal and external organisational communication of a non-profit organisation?*

To answer this main research question, it was subdivided in five sub-research questions. The answers are presented in the next section according to the research questions.

6.2.1 Research question 1

How can POWA integrate cross media planning and message consistency for internal and external organisational communication?

Cross media planning is an important element in the integration of social media with organisational communication as it ensures that the different departments are in harmony with everything that is being communicated.

The data revealed that POWA utilises the communication department for all its communication functions, yet the Communication Officer still engages with different departments and seeks their opinions before communicating with the public. Hence, it can be argued that POWA integrates its communication across different departments. The data showed that cross-functional meetings are carried out at POWA, for example, legal, fundraising and communication departments discuss issues before they can be communicated to the public. This finding is further proof of the importance of cross media planning as it encourages cooperation amongst the different sections in the organisation. Cross media planning ensures that the organisation communicates a similar message to all its stakeholders (Cornelissen 2011:85).

Findings showed that POWA ensures message consistency through the cross-media planning process, where every communication, both internally and externally is shared with all departments with the Communication Officer being the central person responsible for sending out messages. POWA uses a WhatsApp group together with emails to communicate with its internal stakeholders. All employees get to receive all communication that the organisation sends out, regardless of where they are, for example, drivers out on deliveries and social workers working on out-reach programmes. The duplication of these messages on WhatsApp and Email platforms shows that POWA understands the importance of sending consistent messages to stakeholders as it creates harmony and portrays a unified organisation (Belch & Belch 2012). Internal stakeholders feel more engaged with the business if they are kept informed about the organisation's activities (Johansen & Andersen 2012). Therefore, communication integration is very important for organisations that are interested in fulfilling the ideology of coherence and uniformity in organisational communication (Johansen & Andersen 2012).

According to Malcolm (2016), social media is still instrumental in increasing the frequency and enhancing the depth of the communication that is shared with stakeholders due to its interactive nature, whether used for external or internal communication. Findings from POWA revealed that the organisation utilises social media to engage with both internal and external stakeholders.

POWA is visible on Facebook, Twitter and Instagram, which are actively used to reach out to target audiences by sending motivational messages to comfort them, and encourage them to "speak" out and "reach" out for help if they are experiencing any form of abuse. This is further evidence of the benefit of utilising social media. Findings also showed that the main platform for communication at POWA is social media, with traditional media only used reach audiences that do not have social media. This means that it uses traditional media to support its social media use. Based on these findings, it is evident that POWA integrates social media with organisational communication to reach its diverse stakeholder base. Regardless of the medium used, POWA ensures that only one person oversees the process of communication. All departments must go through the Communication Officer if anything must be communicated to external stakeholders to avoid inconsistencies in their communications.

This supports Bhukari's (2014) view that social media makes it easy and convenient to track the effectiveness of projects, or services rendered to the public. Managing communication costs motivates the use of social media for POWA, a non-profit organisation which has limited financial resources. Using social media to track projects comes down to its cost-effective nature when compared with streaming an event on traditional media like television, for example, which needs some form of payment. However, the findings show that POWA understands that some of its audiences do not have access to internet and rely on traditional mediums like television and radio, hence the need to use the traditional media in addition to social media platforms. It can therefore be said that POWA understands the importance of integrating both mediums when communicating with stakeholders.

There was one challenge that the findings revealed however, the inability of POWA to use social media to pursue one of its core functions, counselling, which cannot be done through social nor traditional media as it requires physical presence. The study revealed that POWA finds counselling via social media platforms time consuming and ineffective. The reason being that with online platforms, there must be back and forth between the social worker and the person in distress and it cannot be determined

when it will end, thereby taking away time for someone else who might be in the branch physically waiting for a consultation.

However, POWA still uses social media to interact with people in need, by listening to their queries and then directing them timeously to one of the branches for a physical consultation. From this finding, it can be concluded that integrating social media with traditional media has helped POWA in reaching a wider audience and attending to queries timeously in a cost-effective manner.

6.2.2 Research question 2

What database-centric approach can POWA use to ensure organisational communication consistency and integration across social media platforms?

The main reason for integrating social media with organisational communication is to ensure harmony in the organisation's messaging to depict a unified organisation (Belch & Belch 2012). This means that the same message will be communicated to various stakeholders irrespective of the media used. Therefore, a coherent image of the organisation is depicted when organisational communication is integrated with social media (Belch & Belch 2012). This is achieved by using a database-centric communication approach, which is essentially the use of a database system as discussed in Chapter 3 (See Chapter 3: section 3.10.8 under Database-centric communication approach). Findings revealed that POWA does not currently have a database system in place, they save data on computers for records. Although participants mentioned that the organisation was in a process of re-establishing one, it is not clear when this will happen.

The lack of a database system at POWA is a huge shortcoming considering that maintaining a database is a crucial element in the integration of organisational communication (Angelopulo & Barker 2013). The lack of a functional database means that communication cannot be fully integrated as different department will still be keeping individual records on their computers, meaning that departments will be working in silos. POWA needs a centralised database to organise and record all its data which can be accessed by all employees, this will ensure that the organisation's

records are integrated and consistent. A data centric approach helps to eliminate silos and simplifies the management of data as everyone works within a common data framework (Breakenridge 2012).

6.2.3 Research question 3

What role does a communication strategy play in the integration of social media with organisational communication at POWA?

Another shortcoming that findings revealed was that of a communication strategy. It is important for organisations to have a communication strategy in place, which will foster the integration of social media with organisational communication. The data showed that POWA is currently reviewing the proposed communication strategy that was presented by the newly appointed Communication Officer. As it stands, the organisation relies on what the Communication Officer selects as communication platforms to use, until the official document is approved and implemented. In order for POWA to successfully integrate social media with organisational communication, the communication strategy will need to be fully functional as it will act as a guide to all employees. According to Frandsen and Johansen (2017), the integration of social media with organisational communication needs to be conducted in a strategic manner to show the direction the organisation is taking. For example, the choice of media to use in the dissemination of organisational messages is guided by a communication strategy (Heide et al 2018:452).

The findings revealed that POWA suffered financial losses, this resulted in a lot of departments closing down, including the communication and legal departments. Employees had to operate without any policy or communication strategy in place and adapt to situations as they deemed fit and appropriate. However, findings also revealed that the organisation has since reopened these two departments and are in a process of proposing a new policy and communication strategy.

6.2.4 Research question 4

What are the criteria for the integration of social media with organisational communication at POWA?

The focus of the fourth research question was to develop proposed criteria for the integration of social media with organisational communication at POWA.

These criteria were developed from the literature review (See Chapter 3: section 3.10) and were used to underpin measuring instruments used to conduct the research. The literature highlighted the following critical elements of integration of social media with organisational communication: Communication strategy, Communication policy, Interdependence, Vertical integration, Horizontal integration, External integration, Communication coordinator, Database-centric communication approach, communicating coherent messages, and Cross media planning.

Findings from the study revealed almost similar essential elements for integration of organisational communication. This shows that POWA has attempted to integrate social media with organisational communication on some level in an effort to eliminate communication fragmentation (Frandsen & Johansen 2017:252). Table 6.1 presents the proposed criteria for integration of social media with organisational communication. It should be noted that Table 6.1 is a duplicate of Table 3.2, it is presented again for clarity and contextualisation.

Table 6.1: Proposed criteria for integration of social media with organisational communication

Criteria	Description
Communication strategy	Communication strategy must be coherent with organisational strategy.
	There should be alignment of the communication strategy with the organisational strategy to promote interdependence.
	The silos within the communication department should be eliminated to foster integration of social media with organisational communication.
	There should be support of the communication strategy from top management.
Communication policy	Specific instructions contained in communication policy on how to use social media with traditional media in organisational communication.
	Organisational communication through social media and traditional media must be signed off by the communication coordinator to ensure coherence of message communicated.
Interdependence	Interdependence provides a foundation for integrated communication as a concept, by coordinating communication engagements, together with the entire network of stakeholders.
Vertical integration	Engage in a two-way, direct and frequent communication between employees and senior management.
Horizontal integration	There must be integration of organisational communication across the functions, the business and regions.
	Changes communicated in one department must be coordinated in all the other departments.
External integration	Ensure that all the communication sent to external stakeholders is integrated to avoid inconsistent messages.
Communication coordinator	The communication coordinator must be responsible for editing and providing signoff of the messages that are communicated on social media and traditional media.
	Organisational communication managed from a central structure by the communication coordinator.

Criteria	Description
Database-centric communication approach	Communication strategy, the communication policy, stakeholders' information and messages communicated internally and externally using social media and traditional media must be stored in the database.
	Employees must study the communication strategy and the communication policy to adhere to direction and instructions on integration of organisational communication.
	Periodic reviews to ensure employees adhere to direction and instructions of integration.
Communicating coherent and consistent messages	Communication of coherent messages is used as a measure of social media integration in organisational communication.
	Messages disseminated to stakeholders must be consistent to portray a unified image of the organisation.
	Periodic reviews must be implemented to ensure the organisation communicate consistent messages to both internal and external stakeholders.
Cross media planning	Cross-media planning must be developed and implemented to ensure the organisation delivers consistent messages.
	Existence of relations among distinctive sections of the organisation should be fostered to accomplish authentic integration.
	Various departments must work in harmony to drive one mission and one vision of the organisation.
	Instructions on the implementation of cross media planning must be detailed in the communication policy and standards.

Based on the findings of the empirical research, the researcher proposed a refined framework for social media integration at POWA as presented in the next section.

6.2.5 Research question 5

How can the criteria for social media integration with organisational communication be refined to propose a framework for social media integration at POWA?

The aim of the study was to explore how social media is integrated with internal and external organisational communication at POWA; and to develop a framework for social media integration with organisational communication.

The theoretical criteria developed in Chapter 3 were refined, adapted and integrated with the qualitative data collected to propose a framework, as presented in Figure 6.1 below:
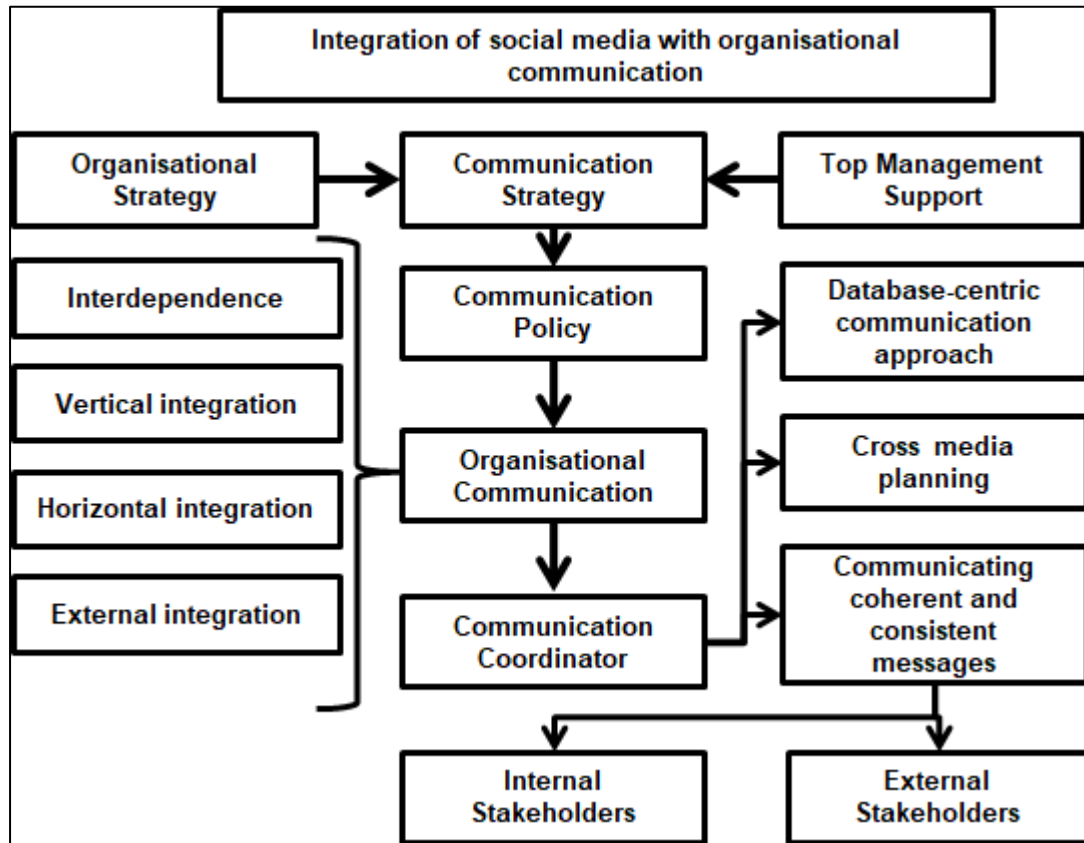

Figure 6.1: Framework for social media integration with organisational communication at POWA

It was noted that some of the proposed criteria are in place at POWA, even though integration was not implemented completely. The framework for social media integration at POWA and the findings of the study are presented next with the aim to highlight possible gaps that need to be addressed.

6.2.5.1 Communication strategy

To successfully integrate social media with organisational communication, Niemann-Struweg and Grobler (2007:34) note that there must be a communication strategy that is aligned with the organisational strategy. For the communication strategy to be successful, it must receive support from top management within the organisation.

The communication department should present its communication strategy to top management in a manner that is aligned to the organisational strategy in order to gain support from them. The rationale being that if the overall organisational strategy is translated into a communication strategy, it is viewed as being supportive to top management's plans. Thus, it becomes easy for top management to support the communication strategy on account that it is in line with the organisation's strategy.

At POWA there is currently no operational communication strategy. The organisation had one some years back, but it became void when the communication department closed down. As it stands, the new communication officer has drafted a new communication strategy that is pending approval and implementation. This means that there is work to be done in terms of reviewing the current organisational strategy to ensure that it can be aligned with the proposed communication strategy. Until strategies have been aligned and implemented, POWA will not be in a position to fully integrate social media with organisational communication. Based on the findings, it is recommended that communication a strategy that is aligned with the overall organisational strategy is developed and adopted by POWA.

6.2.5.2 Communication Policy

As discussed under section 3.10.2 (Communication policy), communication policy provides guidelines on who, when and how communication should take place in an organisation (Mansell & Raboy 2014). The communication policy is there to support the communication strategy. Based on the findings, POWA does not have a communication policy in place. This is a huge gap in the organisation considering that there is also no communication strategy in place.

If POWA has both a communication strategy and communication policy in place, it will be in a position to eliminate silos while fostering integration (Frandsen & Johansen 2017:252).

It is recommended that POWA develops a communication policy in addition to the communication strategy so that these two documents can be used to drive the organisation's communication to avoid creating divisions and confusion in the different departments on who is responsible for communicationication.

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POWA's communication policy can contain specific instructions on how to use social media together with traditional media. The next section will discuss interdependence as a way in which different departments in an organisation can work together as one.

6.2.5.3 Interdependence

Interdependence in organisational communication is about coordination of communication with the entire network of stakeholders as discussed in Chapter 3, section 3.10.3 (Interdependence). This means that changes in one part of the organisation will influence other departments, therefore the need to ensure that the system is integrated and that members of the organisation work together as a team towards a common goal (Angelopulo & Barker 2013).

Based on the findings, there was conflicting information from participants, others were aware which department was in charge of what, while others were only aware of what their department is responsible for.

This means that POWA's communication department cannot operate in isolation but will need input from different departments when developing content and communicating with stakeholders inside and outside the organisation. Clear communication across departments plays a key role in making sure that departments function properly, which leads to the next discussion on vertical integration.

6.2.5.4 Vertical integration

Vertical integration involves two-way communication between management and employees as discussed in Chapter 3, section 3.10 (Vertical integration). Based on the findings, POWA currently keeps employees updated and informed through a WhatsApp group and e-mails, which is a great way of ensuring that everyone is up to date. It is further recommended that management share the communication strategy and policy with employees once adopted and implemented to ensure that everyone is on board with any plans and changes that might take place in the organisation. This is because the presence of a communication policy might enhance vertical communication where communication responsibilities are shared across different departments.

6.2.5.5 Horizontal integration

Horizontal integration relates to the integration of organisational communication across the functions, business and regions as discussed under the three-dimensional model in section 2.3, Figure 2.2. This means that POWA will have to operate as a unified organisation where changes communicated in one department must be coordinated in all departments to ensure that there is consistency in messages disseminated to stakeholders of the organisation. The next subsection discusses external integration.

6.2.5.6 External integration

External integration is about the close collaboration and interaction with organisational stakeholders, as discussed in Chapter 3, section 3.10.6 (External integration). Communication with all stakeholders must therefore be integrated to ensure consistent messages. Findings identified stakeholders of POWA and mediums the organisation uses to communicate with them. It is emphasised, however, that it is important that the communication strategy and policy are in place at POWA to ensure that the right people are tasked with the external integration process.

Until these documentations are in place, POWA will need to have one central person that is tasked with communicating with external stakeholders. This is possible as the communication department will not be operating in a silo but as an integrated whole, where different departments will communicate through the communication coordinator tasked with communication in the organisation. The tasks and functions of the communication coordinator are discussed below.

6.2.5.7 Communication Coordinator

Another criterion that plays a huge role in the integration of social media with organisational communication is the presence of a Communication Coordinator. The organisation's strategic planning process must include integrated communication, personnel responsible for managing it must be multi-skilled to make an effective contribution to the integration process (Ehlers 2002:340). As a non-profit organisation that depends on funding and sponsorships, POWA currently does not have a dedicated Communication Coordinator.

This was highlighted during one of the face-to-face interviews with the communication department where it was noted that the current communication officer is responsible for all communication related duties and enquiries at POWA due to limited resources at the organisation.

This means that POWA will not be in a position to appoint a communication coordinator to oversee and synchronise all communication within the organisation in, but will instead integrate that role into the existing position of the communication officer, the communication officer will now assume the tasks of a coordination specialist (coordinating communication across all departments) while also playing an active role in the overall communication function of the organisation. It must be noted too, that the communication department works alongside the fundraising department, which is responsible for seeking donors and sponsorships for POWA. The fundraiser does have the advantage of dealing with social media audiences when she posts marketing related content that is aimed at attracting sponsorship for the organisation.

As POWA is a small non-profit organisation with financial constrains, it is recommended that the current communication officer take the additional role of being the communication coordinator. This would mean that the communication officer would be responsible for overseeing the overall organisational communication, that means aligning all social media communication with traditional media. The communication officer would need to act as a gatekeeper for all external communication, meaning that the fundraising department would need to seek approval from the communication officer for any communication that is planned. The coordination of these communication activities will promote the communication of consistent messages and ensure that communication is integrated irrespective of the media used.

6.2.5.8 Database-centric approach

The use of a database centric communication approach is a fundamental element for integration of organisational communication (Angelopulo & Barker 2013:41). This approach is premised on need for a central structure where all organisational communication activities are stored, accessed and manage as discussed in Chapter 3, section 3.10.8 (Database-centric approach).

Findings revealed that POWA does not currently have a database system in place yet, but that the organisation was in a process of implementing it. It is therefore recommended that POWA re-implements the old database system since most of the organisation's employees already have the knowledge of it, this will minimise costs of having to retrain the whole staff. Only a few will have to be trained with a possibility of refresher courses for the rest of the staff. It is further suggested that the communication officer oversees the management of the database instead of a communication coordinator as suggested in section 6.2.5.7 (communication coordinator) that the communication officer will be tasked with both roles since the organisation is small.

6.2.5.9 Cross media planning

As discussed in Chapter 2, section 2.3.2 (Ehlers model for structuring integrated communication), integrating social media with organisational communication requires dedicated cross-functional planning in order to realise the goal of communicating consistent messages to all stakeholders (Cornelissen 2011:85). Findings revealed that departments at POWA were working together and discussing issues before being communicated outside of the organisation. The communication department works hand in hand with the fundraising department, which in turn works hand in hand with the legal department and the finance team. It is recommended that cross media planning remains the same as initially proposed in Chapter 3,section 3.10.10 (Cross-media planning) without any revision until the communication policy is implemented as this will promote unity in the organisation as well as ensure consistency of communicated messages, thereby resulting in POWAs communication being integrated successfully.

6.2.5.10 Communicating coherent and consistent messages

Villarreal (2010:1) argues that standards should be put in place regarding the manner in which organisational messages are planned and communicated to ensure message consistency regardless of the type of media used. It is evident from the findings that POWA sends similar messages from both its social media and traditional media platforms, which further indicates the idea of integration in their organisational communication.

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In fact, findings revealed that the communication department has a calendar with planned communication messages to be disseminated on a daily basis. The communication of consistent messages at POWA is made possible by the fact that only one person is currently in charge of the overall communication function in the organisation.

Therefore, the proposed criteria as discussed in section 3.9.4 will stand without any revision, it remains relevant as an overall guide to the integration process. It is recommended that once the communication officer takes the overall role of being a coordinator and communication officer, all internal and external communication from the organisation be solely done by her. It should be noted though that regardless of the role of organisational communication being the sole responsibility of the communication officer, the planning of such organisational communication should still be coordinated with different departments in order to ensure cross planning, which will be explained in the below section.

This will ensure that the communication of coherent messages remains, resulting in a successful integration process.

6.3 Addressing the main research question

How can social media be integrated with internal and external organisational communication of a non-profit organisation?

The main objective of the study was to explore and describe the manner in which social media was integrated with organisational communication in a non-profit organisation. The study used the proposed criteria for social media integration with organisational communication, derived from literature (discussed in Chapter 3, section 3.10, Table 3.2), together with findings from the data collected at POWA to develop a theoretical framework for social media integration. The criteria for social media integration were refined, adapted and integrated with findings from the qualitative data collected at POWA. As a result, the framework for social media integration with organisational communication at POWA was developed.

It became apparent that communicating using social media and traditional media should be similar to ensure that consistent messages are communicated by POWA. The study also focused on the exploration of the use of social media in a non-profit organisation to support communication activities within that context. Findings indicated that POWA makes use of social media for public awareness, community engagement, fundraising and advocacy.

Therefore, findings explicitly revealed that there are instances where the use of social media with organisational communication, in a non-profit organisation's context, must be tailor made to demonstrate the peculiarities of messages communicated by such organisations. This shows that when organisational communication in POWA is integrated with social media, the organisation is able to communicate consistent messages across the organisation.

6.4 Limitations and strengths of the study

It is vital to indicate the limitations and strengths associated with this study. The next subsection will focus on the comprehensive explication of limitations and strengths of the study.

6.4.1 Limitations of the study

The use of a single case study as a research methodology can be viewed as a limitation of this study. The shortcoming of using a single case study is that findings of the study cannot be generalised to any case study. As such, findings from this study can only be generalised to POWA, implying that they cannot be generalised to any non-profit organisation that engages in fighting women abuse. Nevertheless, a single case study was appropriate for the study as it provided a methodical and exhaustive exploration into the phenomenon under study. In addition to that, participants for face-to-face semi-structured interviews and focus group interviews were selected through purposive sampling from employees based in POWA's offices in the Gauteng province. Viewpoints expressed in face-to-face interviews and focus group interviews might apply to all employees of POWA. Nonetheless, most participants were involved in the planning and implementation of social media in organisational communication.

The other limitation relates to the non-participation of key employees who were initially selected for face-to-face interviews and focus group interviews. Their non-participation was because key employees who were working from home could not commit to meet at the office and some of them were suffering from COVID-19.

This had a negative impact on the quality of information obtained from participants. Despite the non-participation of key employees, participants who were interviewed were acquainted with knowledge in connection with the integration of social media with organisational communication albeit to a lesser extent than selected participants who could not participate

6.4.2 Strengths of the study

Having explicated the limitations for the study in the previous section, the focus will now turn to the discussion of the strengths. Firstly, the study was able to propose theoretical criteria for the integration of social media with organisational communication based on an extensive review of relevant literature. The review of literature revealed that the use of social media with organisational communication within a non-profit organisational context has only been covered by a few studies, and therefore emphasised the dearth in the literature which this study addressed. Moreover, few studies proposed criteria to guide non-profit organisations on the integration of social media with organisational communication. This, therefore, further emphasises the need for this study.

However, this study has managed to propose a framework for use of social media in organisational communication that is tailor-made for a non-profit organisation. In addition to that, this study managed to provide an in-depth discussion of POWA in the context of a case study. Yin (2017:5) argued that findings from a case study could provide an in-depth narrative of the case. Thus, in this study an in-depth narrative of the use of social media in organisational communication at POWA was provided. A comprehensive literature review marked the beginning of the narration of POWA as a case and it enlightened the proposed theoretical criteria for integration of social media with organisational communication.

With the proposed theoretical criteria, a comprehensive narration of the use of social media in organisational communication was provided by revealing the manner in which communicated messages were consistent across all the media. Findings from the use of social media at POWA were used to adapt the criteria for integration to be tailor-made to a non-profit organisation.

In addition to that, the manner in which the research methodology was explicitly narrated, and the field-investigation exhaustively performed is a strength for the study. All the matters in connection with the methodological design for the study were comprehensively explicated and justified.

A comprehensive explanation for the selection of the qualitative research design in the structure of a single case study was provided together with the identification of the target and accessible populations. In addition to that, an explanation was provided for the selection of the sampling method together with the unit of analysis and data collection method and procedures.

Furthermore, the manner in which the quality of the research procedure and the study findings were ensured is a strength of the study. The study made use of validity and reliability measures to make certain that good quality research procedures were followed. This involved setting up a transparent series of information through drafting of a study protocol, preliminary tests of the questions used for interviews and focus group interviews and establishing a database for the data collected. In an effort to make certain that good quality findings were achieved, various sources of data were used together with clear explication of the data analysis procedure working in parallel with an independent coder. The development of the theoretical framework makes a valuable contribution to the current body of knowledge by providing a framework for the integration of social media with organisational communication at a non-profit organisation. The next section will focus on the discussion of the relevance of the findings for a non-profit organisation.

6.5 Relevance of findings to non-profit organisations

It is essential to point out the pertinence of the findings, particularly within the context of non-profit organisations that make use of social media in organisational communication. The literature revealed that very few studies have focused on the integration of social media with organisational communication at non-profit organisations (Appleby 2016). As such, this study offers an essential framework that non-profit organisations can utilise and adapt to their specific contexts when using social media in organisational communication. The enriched criteria for integrating social media with organisational communication are tailor made for non-profit organisations to make certain that consistent messages are communicated by the organisation.

Therefore, the proposed framework can be used by non-profit organisations that seek to integrate social media with organisational communication as it can be adapted to any non-profit organisation's specific contexts. In addition to that, the literature review revealed that budgets that non-profit organisations operate with are limited, given that the financial resources are raised from donations (Stockhausen 2014). Therefore, non-profit organisations cannot afford the cost of relying solely on traditional media for organisational communication, which tends to be more expensive than social media. This study provided various types of social media that can be used by non-profit organisations for organisational communication and how such social media platforms can complement existing traditional media. The pertinence of the findings from the study is notable with respect to communication through cross media planning which enables non-profit organisations to communicate consistent messages to stakeholders.

6.6 Recommendations for future research

Future studies can focus on comparative studies that will explore the integration of social media with organisational communication instead of conducting a case study as was done for this study at POWA.

It is vital that future studies make a comparison of the integration of social media with organisational communication in various non-profit organisations in order to assess whether the proposed criteria is applicable to all the organisations.

In addition, future studies might go beyond the assessment of the integration of social media with organisational communication and include the measurement of the benefits of the adoption of criteria. It is essential that future studies evaluate the benefits of adopting the criteria for integration of social media with organisational communication in non-profit organisations. The assessment of the benefits can be in quantifiable terms since it is vital for a non-profit organisation to be accountable to their donors.

6.7 Conclusion

The study made a significant contribution to literature given that new knowledge was proposed in connection with the integration of social media with organisational communication. The limited evidence in literature of viable criterion that can be used to integrate social media with organisational communication attests to the significance of the study. The study provides practical insights for non-profit organisations that plan to adopt criteria for integration of social media with organisational communication. Non-profit organisations can make use of findings from this study as a foundation for adopting the use of social media for organisational communication.

Results from this study indicate that all the research objectives were achieved and the research questions answered.

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Annexure A: Consent Form

UNISA | university of south africa

02 November 2020

Title: An exploration of the integration of social media with organisational communication in a non-profit organisation: A case study of People Opposing Women Abuse (POWA)

Dear Prospective Participant

My name is Mouna Fancy Cox and I am doing research with Mr Gibson Chauke and Dr Janette Hanekom, lecturers in the Department of Communication Science, towards an MA in Integrated Organisational Communication Science, at the University of South Africa. We are inviting you to participate in a study entitled **An exploration of the integration of social media with organisational communication in a non-profit organisation. A case study of People Opposing Women Abuse (POWA).**

The purpose of this qualitative cross-sectional study is to explore how POWA can integrate social media with its organisational communication in order to communicate with its stakeholders. This study therefore seeks to explore the integration of social media at POWA with the hope to benefit the organisation by introducing to it the benefits of managing social media appropriately to create an online community that will ensure that its vision and mission has a wide reach. The researcher aims to use the results derived from this study to propose guidelines for the integration of social media with organisational communication in the chosen non-profit organisation.

.

A letter requesting permission to conduct this research study at your organisation was approved by Ms Rosie Motene who is the Director at POWA. You have been selected to participate in this study based on knowledge you possess concerning organisational communication activities at POWA.

The study involves audio recording of both focus groups interviews and face to face semi semi-structured interviews. Please note that, no names will be recorded to ensure that you will not be

directly connected to answers you give during the interviews. To this end, your answers will be assigned to a code number or a pseudonym.

Participating in this study is voluntary and you are under no obligation to consent to participation. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason.

This study has received written approval from the Research Ethics Review Committee of Unisa. A copy of the approval letter can be obtained from the researcher if you so wish.

Thank you for taking time to read this information sheet and for participating in this study.

Yours sincerely,

Mouna Fancy Cox

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

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CONSENT TO PARTICIPATE IN THIS STUDY

I, _____ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty.

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to the recording of the focus group interview ▯ or

I agree to the recording of the face to face interview ▯ (please tick the relevant

I have received a signed copy of the informed consent agreement.

Participant Name & Surname... (please print)

Participant Signature...Date.....................

Researcher's Name & Surname...(please print)

Researcher's signature...Date.....................

Annexure B: Ethical Clearance

UNISA | university of south africa

COLLEGE OF HUMAN SCIENCES RESEARCH ETHICS REVIEW COMMITTEE

23 April 2021

Dear Mouna Fancy Cox

NHREC Registration # :
Rec-240816-052
CREC Reference # :
51831805_CREC_CHS_2021

Decision:
Ethics Approval from 23 April 2021 to 23 April 2024

Researcher(s):	**Name: Mouna Fox Cox**
	Contact details: 51831805@mylife.unisa.ac.za
Supervisor(s):	**Name: Mr G Chauke**
	Contact details: 0124296843

Title:

An exploration of the integration of social media with organisational communication in a non-profit organisation: A case study of People Opposing Women Abuse (POWA)

Degree Purpose: Masters

Thank you for the application for research ethics clearance by the Unisa College of Human Science Ethics Committee. Ethics approval is granted for three years.

The *Low-risk application was reviewed on the 23 April 2021* by College of Human Sciences Research Ethics Committee, in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the College Ethics Review Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the

confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
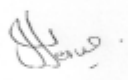
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.

6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.

7. No fieldwork activities may continue after the expiry date (23 April 2024). Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

The reference number **51831805_CREC_CHS_2021** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,

Signature : pp

Prof. KB Khan
CHS Ethics Chairperson
Email: khankb@unisa.ac.za
Tel: (012) 429 8210

Signature : PP

Prof K. Masemola
Exécutive Dean : CHS
E-mail: masemk@unisa.ac.za
Tel: (012) 429 2298

Annexure C: Permission to conduct the study

POWA
PEOPLE OPPOSING WOMEN ABUSE

Tel: +27-11-642-4345/6 • Fax: +27-11-484-3195 • Website: www.powa.co.za • P.O. Box 93416, Yeoville 2143
Association incorporated under Section 21 • Reg. No. 2001/003984/08 • NPO 001/037

Date: 9 March 2021

To Whom It May Concern

This is to confirm that Ms. Mouna Fancy Cox, student number 51831805 sought permission from People Opposing Women Abuse (POWA) to carry out research as part of her Research Project in fulfilment of a Masters Degree in Organisational Communication at the University of South Africa.

People Opposing Women Abuse (POWA), as a Non-Profit Organisation which prides itself on assisting women to realise their rights, thereby improving women's quality of life, hereby deem it appropriate to permit the research with the focus area (Research Topic) being **An exploration of the integration of social media with organisational communication in a non-profit organisation. A case study of People Opposing Women Abuse (POWA).**

In accordance with the above, I hereby authorise the researcher to proceed with the research and look forward to a copy of the results for the attention of POWA.

Thank you

Yours Faithfully,

Mary Makgaba

CEO POWA

Annexure D: Interview Guide

INTERVIEW SCHEDULE

I would like to start by thanking you for agreeing to partake in this interview, my name is Mouna Cox.

This interview is conducted as part of the empirical research section of my Master's dissertation and is thus extremely valuable to obtain the information necessary to address the purpose of the study.

The purpose of this study is to explore how POWA integrates social media with organisational communication to communicate coherent messages, that further it's cause, to it's stakeholders. The study further aims to propose guidelines for social media integration at POWA.

The purpose of this interview is to enquire, seek information and your opinion/perception regarding POWA's use of social media for organisational communication with external stakeholders.

I expect to use information obtained from this interview to refine the proposed criteria for integration of social media in organisational communication and to answer the research questions.

Let me take this opportunity to explain to you, before we start, that this interview will be audiotaped and the data collected will be treated with confidentiality. You and your organisation's name will not be identified to make certain that anonymity is achieved. The data collected from this interview will only be accessed by my supervisors and myself.

The duration of this interview will be within one hour.

Due to COVID-19, we will need to observe the required social distancing and keep our mask on for the duration of this interview.

Could you kindly read and sign the consent form as proof that you participated in this interview?

I will also kindly ask for your permission to record this interview

(*Transition: Allow me to start by asking you questions in connection with your organisation's role in supporting POWAs activities*)

Demographical information

How long have you worked for JOKO?

When did your organisation get involved with POWA?

Can you briefly describe the nature of the relationship between your organisation and POWA?

What communication role, if any, do you perform in the sponsorship agreement between your organisation and POWA?

(Transition: We will move to questions related to communication integration at POWA- I will be using the term communication integration in this interview to refer to the coordination of messages across the different communication platforms, which is traditional media and social media, in order to maintain message consistency or to ensure that the same message is communicated. Traditional media will mean any form of mass communication that has been available before social media, for example, E-mails, Memorandums, television, Print media, radio.)

External integration

Can you please describe the nature of communication between your organisation and POWA?

Which media is used by POWA when communicating with your organisation?

Which media is used by your organisation when communicating with POWA?

Which media would you say POWA utilises the most when communicating with your organisation?

Which media platforms would you prefer POWA to use when communicating with your organisation?

How can the different media platforms be utilised in synergy to communicate clear and comprehensive messages?

Does JOKO have a communication strategy/plan that indicates which communication tools have to be used by POWA during partnership campaigns?

Could you please indicate how messages on social media and other traditional media are coordinated by POWA?

Integration of Social media with organisational communication

Which social media platforms are used by POWA to communicate to external stakeholders like your organisation?

Which social media platforms does your organisation use to communicate with POWA?

How would you describe the nature of messages, which POWA communicates via social media and other traditional media?

Do you find messages from POWA's social media and traditional media consistent? If so, can you kindly explain?

What are your thoughts on POWA's visibility on the different social media platforms?

Can you explain what you would consider as the central message (theme) that POWA communicates via its social media and other traditional media?

To what extent would you describe the presence of such a central message (theme) in all communication from POWA?

Would you say that the messages on social media are consistent with the messages via other media?

END

I would like to once again express my gratitude for your engagement in this interview. I must say I really enjoyed interviewing you and it is fruitful for this study. If there is anything you would like to add to this session before we end, feel free to do so.

Annexure E: Moderators Guide

MODERATORS GUIDE TO FOCUS GROUP

Beginning

I would like to start by thanking you for agreeing to participate in this focus group interview, my name is Mouna Cox.

The purpose of this research study is to explore how POWA uses social media and organisational communication and to determine if there is integration between the two. As such, a proposal will be made for guidelines for the integration of social media at POWA based on literature review and empirical findings.

The motive of this focus group interview is to have a discussion concerning your opinions and experiences about matters pertaining to the planning and implementation of organisational communication and social media at POWA.

I am going to explain the ground rules that will be relevant for the duration of our discussion.

Ground rules

The duration of this focus group is going to be within 90 minutes

Due to COVID-19 each participant must observe social distancing by sitting one meter apart and always wearing a mask

Each participant is kindly asked to read and sign the consent forms as proof that you participated in this focus group willingly.

I will also kindly ask for your permission to record our focus group interview.

It will be appreciated if we can allow one participant to talk at a time with a clear voice.

There are no right or wrong answer in this session and therefore I recommend that each participant communicate their opinions openly given that it is essential to have as many diverse and different opinions as possible.

No participant will be identified using their name or position at POWA. This is to make certain that confidentiality and anonymity is achieved. Therefore, the data recorded in this focus group interview will only be accessed by my supervisors and myself.

My task as the moderator is to pose questions to the focus group and to monitor time to make certain that we conclude our session within our set timeframe.

(*Transition: I would like to start by requesting each participant to introduce himself or herself to the focus group using pseudonym*)

Social media usage at POWA

Can you explain the types of social media that are used by POWA to communicate with external stakeholders?

In your opinion, how important is it to make use of both social media and traditional media to reach different stakeholder groups?

How is social media used together with traditional media in organisational communication at POWA?

Communication policy

According to your communication policy, which media should be used to communicate with stakeholders?

What does the communication policy of POWA entail concerning the use of social media together with traditional media?

Horizontal integration

What communication tools does POWA use to communicate internally amongst the different departments?

Which social media is used in addition to traditional media for communicating between the various functions/departments?

Vertical integration

What communication channels does POWA management use when communicating to its employees? Would you say the communication is formal/ informal or both?

How is social media used in addition to traditional media to communicate between management and employees?

External integration

Who are the external stakeholders of POWA?

How is social media used together with traditional media when communicating with external stakeholders?

How is consistency of messages achieved when using social media and traditional media?

Cross functional relations

In what way would you say involvement of the various departments/functions assists in communication integration?

Interdependence

Can you explain how the different departments at POWA compliment each other in communication engagements which involve social media and traditional media?

How does POWA align its communication activities to ensure that message consistency is maintained between the different departments and stakeholders?

Communication strategy

Which aspects of the current organisational structure would you consider supportive of the communication strategy?

To what extend does POWA management support the organisation's communication strategy in terms of the use of social media together with traditional media?

How does the communication strategy support the operational implementation of social media?

Communication coordinator

Is there a communication coordinator at POWA?

Why is it essential to have a communication coordinator at POWA responsible for coordinating communication on social media and traditional media?

How does the communication coordinator make sure that similar/consistent/coherent messages are communicated on social media and traditional media at POWA?

How is the role of the communication coordinator supported by the communication strategy?

Database-centric communication approach

Does your organisation make use of stakeholder information in planning and implementing organisational communication activities?

May you please explain the central database that is used by the communication department for planning messages for social media and traditional media?

What role does the person responsible for the central database play in disseminating organisational communication using social media and traditional media?

Communicating coherent messages

When planning organisational communication, which messages should essentially/definitely be disseminated through both social media and traditional media?

Provide examples of some of the current messages/communication by POWA, which demonstrate that these were incorporated in both social media and traditional media?

Would you say that similar messages are communicated to stakeholders through social media and traditional media at POWA? If so, please explain how this is done?

Cross media planning

Can you provide an outline of the planning process for using social media together with traditional media at POWA?

Which departments are involved in the planning of the communication activities at POWA?

How do the various sections of social media and traditional media work together in planning and implementation of communication activities?

END

I would like to, once again, express my gratitude for your engagement in this focus group interview. Your time taken to participate in this focus group is very much appreciated. If there is anything you would like to add to this session before we end, feel free to do so.

End of the focus group interview

Annexure F: Editing Certificate
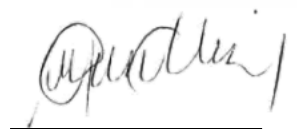
Marieta Grundling (MBA)

366 Rosemary Street
Grootfontein Country Estates
Pretoria, 0081
081 354 1596
edit@profeditmba.co.za
3 July 2022

To Whom It May Concern

This serves to confirm that the dissertation: **AN EXPLORATION OF THE INTEGRATION OF SOCIAL MEDIA WITH ORGANISATIONAL COMMUNICATION IN A NON-PROFIT ORGANISATION: A CASE STUDY OF PEOPLE OPPOSING WOMEN ABUSE (POWA)** by **MOUNA COX** was edited. The language, presentation, referencing system (both in-text and against the Reference List), were checked and corrected.

M Grundling

3 July 2022

Annexure G: Turnitin Report

turnitin

Digital Receipt

This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

The first page of your submissions is displayed below.

Submission author:	51831805 COX M F
Assignment title:	Revision 3
Submission title:	FINAL THESIS-MOUNA COX 2022
File name:	OF_SOCIAL_MEDIA_WITH_ORGANISATIONAL_COMMUNICATI...
File size:	2.36M
Page count:	214
Word count:	59,814
Character count:	347,591
Submission date:	04-Aug-2022 07:14PM (UTC+0200)
Submission ID:	1878824309

AN EXPLORATION OF THE INTEGRATION OF SOCIAL MEDIA WITH
ORGANISATIONAL COMMUNICATION IN A NON-PROFIT ORGANISATION: A
CASE STUDY OF PEOPLE OPPOSING WOMEN ABUSE (POWA)

A research report submitted to the

University of South Africa

by

MOUNA COX

In partial fulfilment of the requirement for the degree of

MASTER OF ARTS IN ORGANISATIONAL COMMUNICATION

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: Mr Gibson Chauke and Dr Janette Hanekom

September 2022