

# What Factors Affect the Voluntary and Active Social Media Marketing Activities of Nonprofit Organization Members?

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## ABSTRACT

For nonprofit organizations to effectively conduct social media marketing, which is characterized by viral marketing, it is essential that members engage in voluntary and active social media marketing activities. The purpose of this study was to present and empirically analyze the factors that influence the social media marketing activities of nonprofit organization members. To this end, this paper presents a research model that combines social capital and social cognitive theory based on the theory of reasoned action. To test this research model, valid survey data were collected from 317 members of nonprofit organizations in Korea and analyzed with structural equation modeling. The main results suggest that reciprocity, shared goals, outcome expectations, and self-efficacy affect the social media marketing activity intentions of nonprofit organization members through attitude and subjective norms. These results provide practical guidelines for the revitalization of social media marketing in nonprofit organizations.

*Keywords:* Social Media Marketing, Nonprofit Organizations, Social Capital, Self-efficacy, Subjective Norms

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## 1. Introduction

Social media marketing is an emerging field and new business practice of marketing products, services, information, ideas, and so on through online social media (Dahnil et al., 2014), such as Facebook, Twitter, Instagram, and YouTube. This form of marketing has gained popularity in various organizational do-

mains due to its low cost compared to traditional marketing and its capacity to increase customer engagement and brand awareness. As a result, marketing with social media is now common across a wide range of organizations and sectors (Abbasi et al., 2022), including large corporations, small businesses, business-to-business (B2B) companies, banks, tourism companies, hotels, hospitals, and even farmers.

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Although social media marketing is already widely used in various organizations, research on social media marketing is still in its initial stages, such as analyzing the effectiveness of social media marketing and the acceptance of social media marketing. Little is known about research on voluntary social media marketing activities.

Unlike conventional marketing, social media marketing delivers marketing content to customers through Internet-based social media, so it is important for organizations to not only introduce social media marketing but also widely spread their marketing content throughout the Internet. To achieve this, companies can use marketing techniques such as paid advertising, influencer marketing, and search engine optimization (SEO). However, for an organization to succeed in sustaining social media marketing, it is essential that members of the organization be willingly active in social media marketing activities. Therefore, it would be beneficial for research on social media marketing to move away from studies on the organizational adoption of social media marketing toward studies on the promotion of social media marketing activities among organizational members.

The recent COVID-19 pandemic significantly impacted the business and finances of nonprofit organizations (NPOs). As a way to overcome this, NPOs are increasingly using social media marketing to raise donations, promote organizational initiatives, enroll members, and manage customers and supporters (Albanna et al., 2022). In general, NPOs have limited financial resources because they are not for profit and thus do not strive to generate large revenues (Lettieri et al., 2004). Therefore, it is especially important for NPOs to conduct social media marketing through the voluntary and active social media marketing activities of NPO members rather than through

paid advertising or influencer marketing. As mentioned above, despite the importance of the voluntary and active social media marketing activities of NPO members, little is known about how to promote active involvement among NPO members. With this in mind, the purpose of this study was to identify the factors that affect NPO members' voluntary and active marketing activities and to provide practical guidelines for increasing NPO members' social media marketing activities. To this end, this study established a research model that combines social capital—which was expected to have a significant impact on the voluntary behavior of NPO members—with social cognitive theory (SCT; Bandura, 1986) based on the theory of reasoned action (TRA; Fishbein and Ajzen, 1975), which has been used mainly in research on factors affecting various individual behaviors. Additionally, an empirical analysis was conducted with this model. The results of analysis are expected to strengthen the sustainability of NPOs and provide new directions for social media marketing research.

## II. Theoretical Background

### 2.1. Social Media Marketing in Nonprofit Organizations

Social media marketing refers to using social media platforms to promote products, services, and brands and conduct marketing activities. Social media marketing helps increase brand awareness by reaching a wider audience over the Internet (Cheung et al., 2019) and helps increase customer trust and loyalty by connecting with customers, especially on a personal level (Alves et al., 2016). Social media marketing is also cost-effective compared to traditional marketing methods, such as television broadcasting and

newspapers (Chandrashekar, 2022), and can increase sales and conversion rates by sharing links to products and services on social media. Furthermore, social media marketing provides a platform for real-time feedback and communication with customers, allowing organizations to quickly respond to customer inquiries, resolve issues, and increase customer satisfaction. Therefore, social media marketing has become an essential component of modern marketing strategies, as it can enhance brand awareness, increase customer engagement, and boost sales (Chandrashekar, 2022). To achieve successful social media marketing, companies can use techniques such as paid advertising, influencer marketing, and SEO to increase the visibility of their marketing content. However, for sustained and effective social media marketing, the voluntary and active social media marketing activities of an organization's employees are particularly important due to the viral nature of social media marketing.

An NPO is an organization whose purpose is to serve the interests of society as a whole or to achieve a collective purpose, rather than to serve the interests of its owners or shareholders. Typically, NPOs perform a variety of activities (e.g., fundraising) not only to achieve their goals but also to ensure the survival of the organization, and social media marketing can help them do so effectively (Mehrotra and Siraj, 2021). For example, an NPO can use social media marketing to share their story and mission with their audience in order to educate them on the organization's purpose and share statistics, facts, and infographics about social issues with the goal of raising public awareness of these issues. Social media marketing can also be used to create and share campaigns, such as crowdfunding or donation days, that will encourage donations and thus raise funds for the survival of the NPO and recruit more volun-

teers and donors by creating various programs and related content. In addition, NPOs can collaborate with other organizations and influencers to amplify their social media marketing messages and reach a wider audience (Warner et al., 2014).

Due to the aforementioned benefits of social media marketing, NPOs are increasingly using social media marketing. However, NPOs tend to lack financial resources because they are not for profit and thus do not strive to generate a large amount of revenue. This means that in the case of NPOs, the use of techniques such as paid advertising or influencer marketing—which generally produce successful social media marketing in for-profit organizations—is limited. Therefore, when an NPO introduces and operates novel marketing, the voluntary and active social media marketing activities of the organization's members are especially important.

## 2.2. Theories Guiding the Social Media Marketing Activity Model

### 2.2.1. Theory of Reasoned Action

The TRA is a theory presented by Fishbein and Ajzen (1975), based on previous studies in social psychology, that explains the specific behavior of a person and the process that affects this behavior. According to the TRA, a person's behavior is influenced by behavioral intention, and behavioral intention is influenced by attitudes and subjective norms about the behavior. This theory also posits that attitudes are based on behavioral beliefs and evaluation of behavioral outcomes and that subjective norms are based on normative beliefs and motivation to comply. The TRA is used mainly to predict how individuals will behave based on their attitudes and subjective norms. Therefore, since many social sci-

ence studies have aimed to predict specific behaviors—such as purchasing behavior, blood donation, condom use, and smoking—this theory has frequently been used as the basis for research models in these studies (see Sheppard et al., 1988). In particular, the TRA has been used as the basis for research models exploring the knowledge-sharing intentions of members in organizations, similar to the model constructed in the present study (Al-Husseini, 2021; Bock et al., 2005). Prior studies have consistently demonstrated that the TRA is successful in forecasting intention to engage in knowledge-sharing behavior (Aliakbar et al., 2012). Therefore, the TRA was used as the underlying theory of the present research model.

### 2.2.2. Social Cognitive Theory

SCT was established by Bandura (1986) as a theory according to which individual behavior is driven by learning through interactions between the individual, behaviors, and the environment. According to SCT, behavior is determined by the interaction of outcome expectancy (the degree to which people believe their behavior will lead to a particular outcome) with self-efficacy (the degree to which people believe they will perform to achieve a particular outcome; Bandura, 1977). Over the past 30 years, outcome expectancy and self-efficacy have been used in numerous studies across various domains to predict and explain changes in human behavior. For example, these factors have been used in information technology research to predict and improve individuals' various information technology-related behaviors (e.g., Compeau et al., 1999). In particular, outcome expectancy and self-efficacy have been identified as factors influencing knowledge sharing among members of organizations similar to those examined in the present

study (e.g., Chiu et al., 2006). Therefore, outcome expectancy and self-efficacy were selected as the main influential factors in the present study.

### 2.2.3. Social Capital Factors

Social capital refers to resources derived from relationships among individuals, organizations, communities, or societies. Since social capital can promote collaboration, knowledge sharing, participatory behavior, mutual trust, and effective communication, many studies have been conducted to understand social capital over many years. The academic literature considers social capital to be a multidimensional construct and defines social capital through various approaches. From a comprehensive perspective, based on extensive preceding studies on social capital, Nahapiet and Ghoshal (1998) classified social capital into three dimensions—structural, cognitive, and relational—which are used as the basis for most studies relating to social capital today.

According to Nahapiet and Ghoshal (1998), the structural dimension refers to the overall connection pattern—including network ties, network configuration, and appropriate organization—among members. The cognitive dimension refers to resources that provide shared interpretations and semantics between parties, including shared code, language, and narratives that enhance mutual understanding between individuals and help members communicate more effectively. Finally, the relational dimension refers to the nature of the personal relationships people have developed with each other throughout their history of interaction and describes network relationships, including trust, norms, obligations, expectations, and identification. Since social capital facilitates the creation of new intellectual capital and the exchange of knowledge, Nahapiet and

Ghoshal's (1998) approach has often been used as a theoretical framework in the literature on knowledge sharing (Chow and Chan, 2008). This approach has also been used in recent studies related to social media (Kumar et al., 2021; Park and Loo, 2022).

<Table 1> shows studies that were conducted based on the social capital framework of Nahapiet and Ghoshal (1998). The employed variables of the structural dimension included social interaction ties, network ties, network configurations, network stability, centrality, and social network, and the employed variables of the cognitive dimension included shared codes, shared language, shared narratives, shared vision, shared goals, shared culture, self-rated expertise, and tenure in the field. In addition, the employed variables of the relational dimension included trust, the norm of reciprocity, identification, obligations, commitment, and social trust. As shown in <Table

1>, many studies have used social interaction ties as the main variable of the structural dimension, and trust, the norm of reciprocity, and identity have been used most commonly out of the variables of the relational dimension. Although shared language and shared vision have been used most commonly out of the variables of the cognitive dimension, shared goals have also been emphasized in organizations with clear goals, such as companies (Leana and Buren, 1999, Wasko and Faraj, 2005). Since NPOs have and share special goals, the present study used shared goals as a variable of the cognitive dimension. As a result, social interaction ties were selected as the structural dimension, shared goals were selected as the cognitive dimension, and trust, norms of reciprocity, and identification were selected as the relational dimensions.

<Table 1> Research on Knowledge Sharing based on Social Capital

Researcher	Structural Dimension	Cognitive Dimension	Relational Dimension	Research	Research Area
Nahapiet and Ghoshal (1998)	Network ties, network configurations, appropriate organization	Shared codes and language, Shared narratives	Trust, Norms, Obligations, Identification	Knowledge exchange and creation	-
Tsai and Ghoshal (1998)	Social interaction ties*	Shared vision	Trust and trustworthiness*	Resource exchange And combination	Business units
Inkpen and Tsang (2005)	Network ties, Network configurations, Network stability	Shared goals, Shared culture	Trust	Knowledge transfer	Network
Wasko and Faraj (2005)	Centrality*	Self-rated expertise, Tenure in the field	Commitment, Reciprocity	Knowledge contribution	Electronic networks (professional association)
Chiu et al. (2006)	Social interaction ties*	Shared language, Shared vision*	Trust, Norm of reciprocity*, Identification*	Knowledge sharing	Virtual community
Chow and Chan (2008)	Social network*	Shared goals*	Social trust	Knowledge sharing	Virtual community

&lt;Table 1&gt; Research on Knowledge Sharing based on Social Capital (Cont.)

Researcher	Structural Dimension	Cognitive Dimension	Relational Dimension	Research	Research Area
Darvish and Nikbakhsh (2010)	Social interaction ties*	Shared language and vision*	Trust, Norm of reciprocity*, Identification*, Open-mindedness*	Knowledge sharing	Research department
Yoon and Wang (2011)	Social interaction ties*	Shared goals	Trust, Norm of reciprocity, Identification*	Knowledge sharing	Virtual community
Chang and Chuang (2011)	Social interaction*	Shared language*	Trust, Identification*, Reciprocity*	Knowledge sharing	Virtual community
Aslam et. al (2013)	Social interaction ties	Shared language, Shared vision	Trust*, Norm of reciprocity, Identification*	Knowledge sharing	Academic social network
Sun and Shang (2014)	Social interaction ties*	Shared vision*	Trust*	Work related usage	Social media
Cao et al. (2015)	Social networking	Shared language*	Trust*	Knowledge integration	Social media
Lefebvre et al. (2016)	Social interaction	Shared language and shared vision*	Trust	Knowledge sharing	Learning networks
Al-Husseini (2021)	Social interaction*	Shared language*, Shared vision*	Trust*, Reciprocity*	Information sharing	Higher education
Kasim et al. (2022)	Network ties	Shared vision	Trust	Work engagement	Social media
Wong (2023)	-	Shared language*, Shared vision*	Trust, Reciprocity*	Community engagement	Social media

Note: \* Significant effect

### III. Research Model and Hypothesis Development

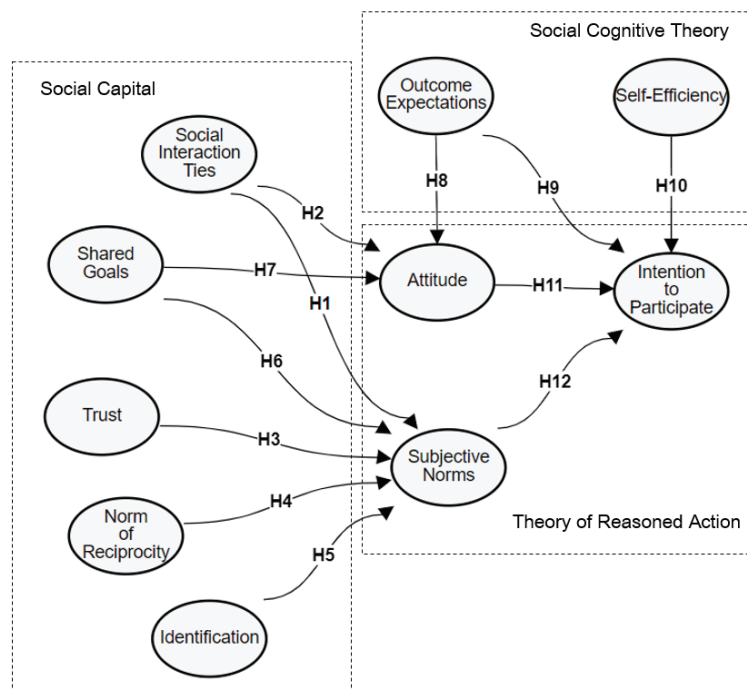
#### 3.1. Research Model

This study employs a research model that combines social capital and SCT variables based on the TRA to explore the social media marketing activity intentions of NPOs members. The model assumes that social interaction ties, shared goals, trust, the norm of reciprocity, and identification influence subjective norms, the social interaction ties, shared goals, and outcome expectations influence attitude toward social media marketing, and subjective norms, outcome

expectations, the attitude, and self-efficiency influence intention to participate in social media marketing. <Figure 1> represents this research model.

#### 3.2. Hypotheses

Social interaction ties represent the strength of the relationships and the amount of time spent, and the communication frequency among members of the organization (Chiu et al., 2006). Since people create value through social interactions and share culture, codes, practices, and trusted information (Al-Husseini, 2021), many studies in the academic literature have suggested that social interaction ties



<Figure 1> Research Model

influence information or knowledge sharing among organizational members (see <Table 1>). For NPOs, social media marketing is more beneficial than traditional marketing in many aspects, including cost and public awareness of social issues. Therefore, sharing the benefits of social media marketing among NPO members through social interactions will lead to favorable attitudes toward social media marketing. Previous studies on knowledge sharing (Al-Husseini, 2021; Darvish and Nikbakhsh, 2010; Jolae et al., 2014) have also found that social interaction ties have a positive impact on organizational members' attitudes toward knowledge sharing. In addition, Chow and Chan (2008) argued that members of an organization who have more social interactions with colleagues will be aware of greater social pressure to share their knowledge because good relationships create high expectations for colleagues. Therefore,

social interaction ties are expected to affect attitude and subjective norms toward social media marketing activities:

*H1: Social interaction ties have positive effects on a member's subjective norms toward social media marketing activities in NPOs.*

*H2: Social interaction ties have positive effects on a member's attitude toward social media marketing activities in NPOs.*

Shared goals refer to the degree to which members share a common understanding and approach to their tasks and achieving results (Inkpen and Tsang, 2005). Shared goals can help people avoid misunderstandings that may occur when they communicate with each other and provide more opportunities

to exchange ideas or resources freely (Yoon and Wang, 2011). Therefore, shared goals can contribute to the achievement of organizational goals by ensuring that all members of the organization are aligned, cooperative, motivated, and accountable. Chow and Chan (2008) argued that shared goals are considered the force that holds people together and lets them share what they know. In general, NPOs have special objectives, and the need for marketing has been suggested as an activity to achieve those objectives for a long time (Kotler, 1982). Nowadays, social media marketing has emerged as an effective marketing tool for NPOs as well. Therefore, if shared goals are high in NPOs, members would have favorable attitudes toward social media marketing to achieve their organization's special purpose. Also, since shared goals include the extent to which members share various means to achieve organizational goals (Yoon and Wang, 2011), we expect that NPO members with highly shared goals will have subjective norms that NPOs should actively engage in social media marketing to help them achieve their special purpose. Therefore, we formulate the following hypotheses:

*H3: Shared goals have positive effects on a member's attitude toward social media marketing activities in NPOs.*

*H4: Shared goals have positive effects on a member's subjective norms toward social media marketing activities in NPOs.*

Trust, reciprocity norms, and identification are the affective parts of social capital, meaning personal relationships with other members of the organization or with the organization itself (Yoon and Wang, 2011). These affective variables of social capital are

known to encourage normative behavior (Claridge, 2018). Therefore, it is expected that these variables will generate subjective norms for members to perform the same behavior for certain actions, such as social media marketing activities. Affective variables such as trust, reciprocity norms, and identification are also likely to be related to individuals' attitudes toward specific behaviors. However, according to TRA theory, attitudes toward a particular behavior are due to behavioral beliefs regarding the outcomes of the performed behavior (Ajzen, 1991). Therefore, trust, reciprocity norms, and identification, which are the nature and quality of people's relationships (Cabrera and Cabrera, 2005), are excluded from establishing hypotheses related to attitudes.

Trust in social capital refers to the mutual trust between members of an organization (Chiu et al., 2006). In organizations where trust among members is high, members have faith that other members will not act opportunistically (Inkpen and Tsang, 2005), and trust among members affects their expectations of their colleagues' intentions and behaviors (Chow and Chan, 2008). Thus, if trust is high, the sense of responsibility to meet the expectations of colleagues increases, and this sense of responsibility can form one's own norms. Therefore, because of this expectancy nature of trust, it is expected that high levels of mutual trust among organizational members will increase their sense of obligation to perform voluntary activities that can help them achieve organizational goals. In other words, trust will influence subjective toward social media marketing activities. Therefore, the following hypothesis is posited:

*H5: Trust has positive effects on a member's subjective norms toward social media marketing activities in NPOs.*



The norm of reciprocity is defined as the degree to which parties perceive a relationship to be reciprocal and fair (Yoon and Wang, 2011). The norm of reciprocity is a kind of personal norm (Schwartz, 1977), which is the perception that individuals participating in social exchanges should act fairly and reciprocally toward each other. Therefore, when an NPO with employees who have high norms of reciprocity adopts and operates social media marketing, if some members engage in social media marketing activities, other members will feel that they should also engage in social media marketing activities based on the principle of reciprocity. In other words, the norm of reciprocity is expected to influence subjective norms toward social media marketing activities. Therefore, we formulate the following hypothesis:

*H6: Norm of reciprocity has positive effects on a member's subjective norms toward social media marketing activities in NPOs.*

Identification is the process by which individuals see themselves as one with another person or group (Nahapiet and Ghoshal, 1998). Due to the nature of identification, which is to see oneself as one with the group, identification in a group setting is known to promote organizational citizenship behaviors such as loyalty to the organization and civic virtue (Chiu et al., 2006). Therefore, when social media marketing is formally adopted and implemented by an NPO, members of the organization who are high in identification will feel obligated to actively participate in social media marketing activities. This sense of obligation will create subjective norms toward social media marketing activities. Therefore, we posit the following hypothesis:

*H7: Identification has positive effects on a member's*

*subjective norms toward social media marketing activities in NPOs.*

As in previous studies in the knowledge-sharing literature (Chiu et al., 2006; Lin and Huang, 2008; Liou et al., 2016; Zhou et al., 2014), we selected outcome expectations and self-efficacy as variables from SCT to influence organizational members' social media marketing activities. Outcome expectations refer to the expected outcome that an individual will receive after performing a behavior, and these expectations are known to influence favorable attitudes toward the behavior as well as intention to perform the behavior (Chiu et al., 2006). In other words, in the case of NPOs, since social media marketing can help raise public awareness of the organization's purpose as well as obtain financial returns, members will have favorable attitudes toward social media marketing activities and intend to actively participate in them. Therefore, we formulate the following hypotheses:

*H8: Outcome expectations have positive effects on a member's attitude toward social media marketing activities in NPOs.*

*H9: Outcome expectations have positive effects on a member's intention to participate in social media marketing activities in NPOs.*

Self-efficacy refers to an individual's belief in their ability to successfully perform a specific task or achieve a certain goal (Bandura, 1977). Many past studies have argued that when individuals have high self-efficacy, they are more likely to have a strong intention to engage in a behavior because they believe in their ability to successfully perform the behavior and achieve the desired outcome (Boyd and Vozikis, 1994).

This effect of self-efficacy is expected to be present in the social media marketing activities of NPO members. We formulate the following hypothesis:

*H10: Self-efficacy has positive effects on a member's intention to participate in social media marketing activities in NPOs.*

According to the TRA, a person's behavior is influenced by behavioral intention, and behavioral intention is influenced by attitude and subjective norms about the behavior. This theory has been supported by numerous studies covering a wide range of behaviors (Ajzen, 1991). In the organizational knowledge sharing literature, a number of studies have shown that the TRA variables of attitude and subjective norms affect knowledge sharing (see Witherspoon et al., 2013). Bock et al. (2005) showed that attitude and subjective norms have a significant effect on knowledge sharing in organizational knowledge sharing, and Chow and Chan (2008) found that social capital variables affect knowledge sharing intention via attitude and subjective norms. In a recent study on individuals' social media postings, Arpacı (2020) empirically analyzed the effects of attitude and subjective norms on behavioral intentions. It is expected that the TRA's attitude and subjective norms can be applied to the social media marketing activities of members of NPOs. Therefore, we formulate the following hypotheses.

*H11: Attitude has positive effects on a member's intention to participate in social media marketing activities in NPOs.*

*H12: Subjective norms have positive effects on a member's intention to participate in social media marketing activities in NPOs.*

## IV. Research Methodology

### 4.1. Data Collection

Data to test the model was collected from a variety of NPOs. We contacted NPOs such as the Iksan Hope Federation, a representative social and civic organization in South Korea; social welfare facilities such as nursing homes for the disabled and orphanages; day care centers; industry associations such as agriculture, energy, and information technology; religious charities; and cultural and artistic organizations to explain the study and requested their cooperation in collecting data. Data collection was conducted on members of these organizations and was collected online using a mobile questionnaire. A total of 317 questionnaires were collected. Of the respondents, 154 were men and 163 were women, with 54.6% being over 50 years old. Of the NPOs surveyed, social civic organizations accounted for 30.5% and social welfare organizations for 27.1% and about 54.6% of the NPOs had fewer than 50 members. More descriptive statistics about the respondents and NPOs are provided in <Table 2>.

### 4.2. Measurement Development

We developed the measurements with reference to previous studies. The measurement items for the social capital construct were adopted from several studies conducted by Chiu et al. (2006), Chow and Chan (2008), and Yoon and Wang (2011). The measurement items for the SCT constructs of outcome expectancy and self-efficacy were adopted from Chiu et al. (2006) and Kim et al. (2020), respectively. The measurement items for the TRA construct were adopted from Taylor and Todd's (1995) study.

<Table 2> Descriptive Statistics

Measure	Value	Frequency	Percentage
Gender	Male	154	48.6
	Female	163	51.4
	-	317	100
Age	20 - 29	7	2.2
	30 - 39	34	10.7
	40 - 49	103	32.5
	More than 50	173	54.6
	-	317	100
Type of Organization	Social welfare facility	86	27.1
	Civil society organizations	96	30.3
	Culture and Art organization	21	6.6
	Charity	6	1.9
	Other (including industry associations)	108	34.1
	-	317	100
Number of Members	50 or less	173	54.6
	51 - 100	46	14.5
	101 - 300	28	8.8
	301 - 500	9	2.8
	501 - 1000	27	8.5
	More than 1000	34	10.7
	-	317	100
Foundation Years	5 years or less	86	27.1
	6 - 10	41	12.9
	11 - 15	41	12.9
	16 - 20	77	24.3
	More than 20	72	22.7
	-	317	100

## V. Results

For statistical analysis, the PLS (Partial Least Squares) technique, which is suitable for complex research model analysis and has high statistical power (Hair et al., 2013), was employed. The plspm package of R (Sanchez et al., 2017) was used for the PLS analysis.

### 5.1. Reliability and Validity of the Measurement Items

We conducted a confirmatory factor analysis (CFA) to evaluate the reliability and validity of the measurement items. With the CFA results, we first assessed the reliability by composite reliability (CR) values. A CR of 0.7 or higher indicates that there

is internal consistency among related measurements and that the measure is reliable (Bagozzi and Yi, 1988). <Table 3> shows that the CR values of all the constructs are significantly higher than 0.90; therefore, this result indicates high reliability for all the measures.

Second, we assessed the convergent validity and the discriminant validity of the constructs. The convergent validity of a construct is adequate when the average variance extracted (AVE) of the construct exceeds at least 0.50 (Gefen and Straub, 2005). As shown in <Table 3>, the smallest AVE value was

<Table 3> Reliability

Construct	Item no.	C. Alpha*	CR**	AVE***
Social Interaction Ties	3	0.891	0.932	0.821
Shared Goals	2	0.900	0.952	0.909
Trust	2	0.854	0.932	0.872
Norm of Reciprocity	2	0.821	0.918	0.848
Identification	3	0.917	0.948	0.858
Outcome Expectations	3	0.916	0.947	0.857
Self-Efficiency	3	0.945	0.965	0.901
Attitude	2	0.965	0.983	0.966
Subjective norms	2	0.923	0.963	0.929
Intention to Participate	2	0.922	0.962	0.927

Note: \*Cronbach's alpha, \*\*CR : Composite Reliability, \*\*\*AVE : Average Variance Extracted

<Table 4> AVE and Correlation Matrix

Construct	SIA	TST	NR	IDT	SG	SN	OEP	ATT	SE	PI
SIA	(0.91)									
TST	0.68	(0.93)								
NR	0.64	0.88	(0.92)							
IDT	0.65	0.83	0.84	(0.93)						
SG	0.59	0.79	0.77	0.87	(0.95)					
SN	0.45	0.56	0.58	0.59	0.58	(0.96)				
OEP	0.57	0.65	0.67	0.68	0.67	0.71	(0.93)			
ATT	0.47	0.59	0.58	0.60	0.63	0.80	0.71	(0.98)		
SE	0.47	0.48	0.53	0.54	0.53	0.73	0.70	0.63	(0.95)	
PI	0.55	0.51	0.51	0.53	0.51	0.81	0.70	0.74	0.71	(0.96)
Mean	4.70	5.39	5.23	5.35	5.40	5.10	5.11	5.46	4.75	5.20
SD	1.34	1.31	1.36	1.27	1.24	1.34	1.34	1.36	1.40	1.32

Note: SIA : Social Ties, TST : Trust, NR : Norm of Reciprocity, IDT : Identification, SG : Shared Goals, SN : Subjective norms, OEP : Outcome Expectations, ATT : Attitude, SE : Self-Efficiency, PI : Intention to Participate  
( ) : Square root of AVE

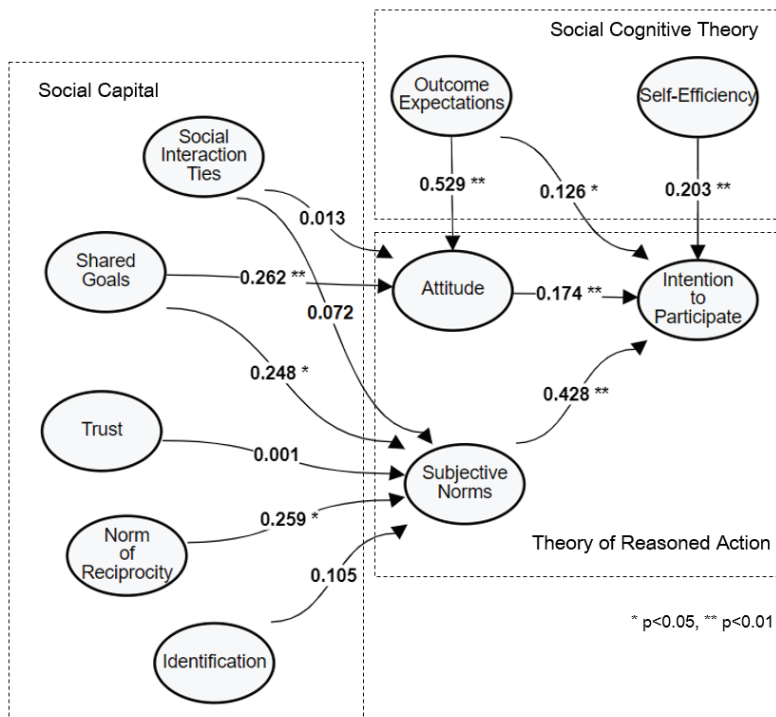
0.848 (Norm of Reciprocity), and the AVE values of all constructs far exceeded 0.50. The discriminant validity of a construct is adequate when the value of correlations between constructs is less than the square root of the AVEs of their constructs (Gefen and Straub, 2005). <Table 4> indicates that all the correlation values between the constructs were smaller than the values of the square root of the AVEs. As a result, the results represent satisfactory convergent validity and discriminant validity of all constructs.

### 5.2. Hypotheses Testing

We conducted hypothesis testing based on the significance of the paths of the structural model in <Figure 2>, and the hypothesis testing results are

detailed in <Table 5>.

As depicted in <Table 5>, the results showed that social interaction ties had no significant effect on attitude and subjective norms. Thus, H1 and H2 were rejected. On the other side, shared goals significantly affected attitude and subjective norms with  $\alpha = 0.000$  and  $\alpha = 0.006$ , respectively. Thus, H3 and H4 were supported. Trust and identification had no significant effect on subjective norms, and the norm of reciprocity significantly affected subjective norms with  $\alpha = 0.020$ . Thus, H5 and H7 were rejected, and H6 was supported. Outcome expectations significantly affected attitude and intention to participate with  $\alpha = 0.000$  and  $\alpha = 0.014$ , respectively, self-efficiency also affected intention to participate with  $\alpha = 0.001$ . Thus, H8, H9, and H10 were all supported. Finally, attitude and subjective norms had



<Figure 2> Path Diagram of the Research Model

&lt;Table 5&gt; Hypothesis Testing Results

Hypothesis	Sign	Path Coefficient	T-value	P-value
H1. Social Interaction Ties → Attitude	(+)	0.013	0.272	0.393
H2. Social Interaction Ties → Subjective norms	(+)	0.072	1.104	0.135
H3. Shared Goals → Attitude	(+)	0.262	3.879	0.000
H4. Shared Goals → Subjective norms	(+)	0.248	2.515	0.006
H5. Trust → Subjective norms	(+)	0.001	0.009	0.497
H6. Norm of Reciprocity → Subjective norms	(+)	0.259	2.067	0.020
H7. Identification → Subjective norms	(+)	0.105	0.909	0.182
H8. Outcome Expectations → Attitude	(+)	0.529	8.061	0.000
H9. Outcome Expectations → Intention to Participate	(+)	0.126	2.214	0.014
H10. Self-Efficiency → Intention to Participate	(+)	0.203	3.055	0.001
H11. Attitude → Intention to Participate	(+)	0.174	2.652	0.004
H12. Subjective norms → Intention to Participate	(+)	0.428	5.305	0.000

Note: Subjective norms  $R^2$  : 0.390, Attitude  $R^2$  : 0.547, Intention to Participate  $R^2$  : 0.706

&lt;Table 6&gt; Results of Mediation Effect Analysis

Path	Path Coefficient	Standard Error	Sobel-test		Confidence Interval		
			Z_score	P-value	Standard Normal	Percentile	Bias-corrected
Shared Goals → Subjective norms → Intention to Participate	0.106	0.049	2.543	0.005	(0.011, 0.201)	(0.022, 0.206)	(0.031, 0.241)
Shared Goals → Attitude → Intention to Participate	0.046	0.02	2.661	0.004	(0.006, 0.086)	(0.012, 0.088)	(0.019, 0.100)
Norm of Reciprocity → Subjective norms → Intention to Participate	0.111	0.058	2.369	0.009	(-0.002, 0.223)	(0.015, 0.222)	(0.016, 0.227)
Outcome Expectations → Attitude → Intention to Participate	0.092	0.038	3.039	0.001	(0.018, 0.166)	(0.028, 0.171)	(0.030, 0.173)

significant effects on intention to participate with  $\alpha = 0.004$  and  $\alpha = 0.004$ , respectively. Thus, H11 and H12 were supported.

A mediation analysis was further conducted to determine whether shared goals, norm of reciprocity, and outcome expectations which were accepted in hypothesis testing influence the Intention to participate through attitude and subjective norms. For the mediation analysis, Sobel-test and bootstrap-based

indirect effect analysis were conducted. As shown in <Table 6>, the p-values of all paths for the Sobel-test were all lower than 0.05, and the path coefficients were within the confidence interval. Therefore, the results of the mediation analysis showed that the independent variables affected the Intention to participate through attitude or subjective norms.

## VI. Discussion and Contributions

Through hypotheses testing, it was found that shared goals—a variable of social capital—affect intention to participate in social media marketing through attitude and subjective norms. The norm of reciprocity influenced intention to participate in social media marketing through subjective norms. However, social interaction ties, trust, and identification did not affect intention to participate in social media marketing. Outcome expectations and self-efficacy, which are variables of SCT, were found to have an effect on intention to participate in social media marketing. Finally, attitude and subjective norms were found to have a direct effect on intention to participate in social media marketing. The following points are discussed in relation to the findings presented above.

First, shared goals—a variable of the cognitive dimension of social capital—were found to have a strong influence on subjective norms as well as on attitudes toward social media marketing activities. This finding is the same as that of Chow and Chan (2008), and the organizational characteristics of NPOs seem to have further strengthened the impact of shared goals. Unlike a for-profit business organization, an NPO is an organization that has a special purpose and has gathered to achieve that purpose. Therefore, the members of NPOs seem to have favorable attitudes toward social media marketing that is used to effectively achieve their NPOs' purposes, as well as an obligation to use this marketing for their organizations. Contrary to expectations, social interaction ties—a variable of the structural dimension—appeared to have no effect on attitude or subjective norms. Perhaps this result can be attributed to differences in structure between NPOs and virtual community organizations designed for the purpose of sharing information (Aslam et al., 2013).

Second, trust, the norm of reciprocity, and identi-

fication—variables at the relational level of social capital—yielded significantly different results concerning subjective norms. Contrary to expectations, it was found that trust and identification have no effect on subjective norms. Although trust is a core construct of social capital, previous studies on knowledge sharing (Chiu et al., 2006; Yoon and Wang, 2011) have consistently shown that trust has no effect on intention to share knowledge. Trust is known to be important in behaviors that involve risk (Mayer et al., 1995). However, sharing knowledge and participating in social marketing are not risk-taking behaviors. Therefore, the impact of trust on these behaviors appears to be small. Furthermore, identification yielded results that differed from those of previous studies on virtual communities (Chang and Chuang, 2011; Chiu et al., 2006; Yoon and Wang, 2011). This difference seems to be attributable to differences in the settings under research. For example, the members of NPOs are generally already highly loyal to their organizations. Finally, the norm of reciprocity was shown to have a strong influence on subjective norms. This result is similar to the results of previous studies (Al-Husseini, 2021; Chiu et al., 2006).

Third, as expected, outcome expectations and self-efficacy—variables of SCT—were found to have a direct effect on intention to participate in social media marketing. In particular, outcome expectations were shown to have a direct effect on intention to participate in social media marketing as well as an indirect effect created by inducing a favorable attitude. In many previous studies, outcome expectations and self-efficacy have already been proven to affect behavioral changes in people and have been characterized as important variables that affect individual voluntary actions, such as knowledge sharing (e.g., Chiu et al., 2006; Lin and Huang, 2008; Liou

et al., 2016; Zhou et al., 2014). The present results reverify the importance of outcome expectations and self-efficacy in voluntary behaviors.

Finally, attitude and subjective norms—variables of the TRA—were found to have a positive effect on intention to engage in social media marketing. Although an individual's intention to participate in social media marketing is a voluntary action, it seems that subjective norms affect intention to participate in social media marketing in the case of NPOs because it is considered the responsibility of the community to achieve the organization's purpose. Moreover, in the present study, it was found that subjective norms had a stronger effect on intention to participate in social media marketing than attitude. The reason for this is inferred to be that the members of NPOs are not aware of the benefits of social media but have a strong sense of community that compels them to achieve the organization's goals as members of the organization.

### 6.1. Contributions

First of all, from an academic perspective, this study makes several contributions. First, due to the importance of social media in business activities today, many studies on social media marketing have been conducted. However, much of this research has remained in its initial stages, analyzing such factors as social media marketing acceptance. Few studies, such as the present study, have focused on how an organization can achieve successful and sustainable social media marketing after it has adopted social media marketing. Therefore, the theoretical contribution of this study provides an opportunity to move the frame of research on social media marketing to the next level. Second, this was the first empirical study to examine the factors influencing the social

media marketing activities of NPO members. In particular, this study provided an academic contribution in that it derived and empirically verified the factors that affect the social media marketing activities of NPOs based on variables of social capital, in consideration of the specificity of NPOs. Finally, this study established a research model by combining social capital with SCT based on the TRA and empirically verified the combination of these theories. Therefore, it is expected that subsequent researchers will be able to actively utilize the present research model in various research areas.

Additionally, this study provides detailed practical implications for promoting NPO members' participation in social media marketing. First, the most important factor influencing NPO members' social media marketing activities is that of shared goals. This suggests that in an NPO, higher awareness of the organization's goals among members implies a higher degree of participation in activities within the organization. Therefore, it would be beneficial for NPOs to increase awareness of their goals by establishing clear goals and visions for members' active social media marketing activities and sharing these goals through open communication. Second, the norm of reciprocity was found to be an influential factor in members' social media marketing activities. Therefore, the organizational leaders of NPOs would benefit from carrying out various activities to promote kindness and consideration in order to increase the norm of reciprocity among their members. Finally, outcome expectations and self-efficacy were found to have a positive impact on members' social media marketing activities. In order to promote social media marketing activities, the organizational leaders of NPOs should provide education on social media marketing to their members, increase their confidence in using social media, and emphasize the



benefits of social media marketing.

## 6.2. Limitations

This study also had several limitations. First, although this study dealt with a new research topic—social media marketing behavior in NPOs—most of the variables used in this study were derived from well-known theories. Future studies should additionally present and analyze factors that are expected to affect NPO members' social media marketing behavior based on the present research model. These factors may include personal characteristics, such as innovativeness; organizational characteristics, such as organizational culture; and technical factors, such as ease of use. Second, the empirical analysis portion of this study targeted various types of NPOs, such as social welfare facilities, civil society organizations, and culture and art organizations. Although this study aimed to generalize the presently developed model for the social media marketing behavior of NPO members, studies must be conducted for each individual type of NPO in order for this model to have more practical value. Therefore, future studies should collect data based on this research model

by type of NPO, conduct empirical analyses on these data, and compare the results. Third, this study did not examine the relationships between attitude and the affective parts of social capital: trust, norms of reciprocity, and identification. To expand the literature on social capital, future research needs to explore the theoretical basis for the relationships between these variables and attitudes and conduct an empirical analysis. Fourth, this study used a small number of indicators to measure the constructs of the research model. Future research needs to use more measurement items to increase the reliability and validity of the constructs. Finally, Korea is typically considered to be a relatively collectivist society (Hofstede, 1991). The cultural characteristics of Korea may have influenced the results of this study. Therefore, in order to verify and utilize the present results in other countries, future studies on the present model must target a wide variety of countries.

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<Appendix>

### **Social Ties**

- a1. Members of our nonprofit organization spend a lot of time interacting with each other.
- a2. Members of our non-profit organization tend to share their personal level of work with each other.
- a3. Members of our nonprofit organization tend to communicate frequently.

### **Shared Goals**

- a4. Members of our nonprofit organization are passionate about pursuing the common goals of the organization.
- a5. Members of our non-profit organization believe that shared goals provide valuable benefits to each other.

### **Trust**

- a6. Members of our non-profit organization build sincere and trusting relationships.
- a7. *Members of our nonprofit organization do not take advantage of other colleagues, even when beneficial opportunities arise (dropped).*
- a8. Members of our non-profit organization always try to keep the promises they make to each other.

### **Norm of Reciprocity**

- a9. I trust the members of our non-profit organization will help me if I need it.
- a10. Overall, there is a sense of fairness within our non-profit organization.

### **Identification**

- a11. Members of our nonprofit organization tend to feel a strong sense of belonging to the organization.
- a12. Most members of our non-profit organization have a positive feeling about the organization.
- a13. Members of our non-profit organization tend to be proud to be a part of it.

### **Outcome Expectations**

- a14. My social media marketing activities will help us run our nonprofit organization successfully.
- a15. My social media marketing activities will help raise donations for our nonprofit organization.
- a16. My social media marketing activities will contribute to the revitalization of our non-profit organization.

### **Self-Efficiency**

- a17. I am confident that I have the ability to effectively distribute social media content for marketing.
- a18. I have the ability to deliver social media content for marketing to many people.
- a19. I have the ability to use social media well for marketing our organization.

<Appendix> (Cont.)

**Attitude**

a20. It is a wise idea to participate in social media marketing activities.

a21. It is a good idea to participate in social media marketing activities.

**Subjective norms**

a22. People who influence my behavior will think that I should actively participate in my organization's social media marketing activities.

a23. People who are important to me will think that I should actively participate in the social media marketing activities of my organization.

**Intention to Participate**

a24. I will actively participate in our non-profit organization's social media marketing efforts.

a25. I will actively do social media marketing for our non-profit organization.

*Note: All items were measured using a 7-point Likert scale ranging from "strongly disagree" to "strongly agree."*

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