

國立政治大學國際傳播英語碩士學位學程

International Master's Program in International Communication Studies

College of Communication

National Chengchi University

碩士論文

Master's Thesis

台灣非營利組織如何適當使用臉書管道

Analysis of the Communication Characteristics of Nonprofit Organizations' Facebook Pages

in Taiwan

Student: Victor Stevenson 維克多

Advisor: Professor Tsung-Jen Shih 施琮仁教授

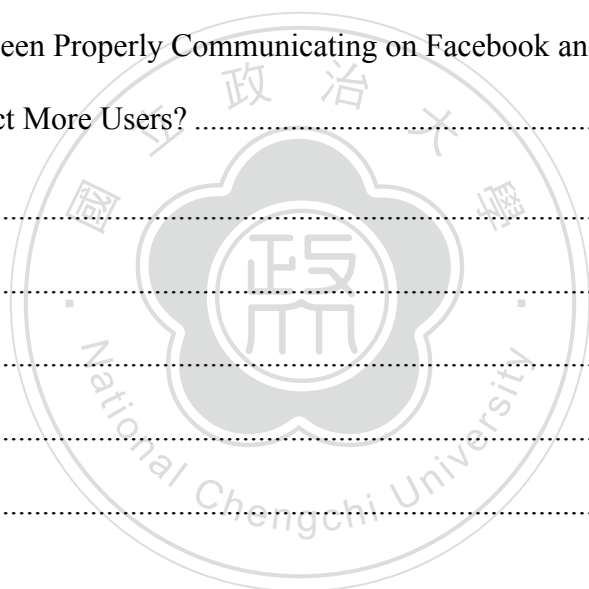
中華民國 102 年 1 月

January 2013

Table of Contents

Acknowledgments.....	VIII
Abstract.....	1
Analysis of the Communication Characteristics of Nonprofit Organizations' Facebook Pages in Taiwan	3
Chapter Organization	4
Literature Review.....	6
Internet use and State of the Nonprofit Sector in Taiwan.....	6
Nonprofit Organizations	7
Organizations' Need to Communicate with their Stakeholders.....	8
NPOs' Particular Needs and Strategies for Marketing Themselves.....	9
NPOs' Communication over the Internet	11
Social Networking Sites.....	14
Aspects that Influence the Communication Abilities of NPOs over the Internet.....	16
Research Questions.....	17
Methodology.....	18
Sample Frame	18
Operationalization of Dependent Variables.....	19
Operationalization of Independent Variables	22
Codebook.....	23
Inter-Coder Reliability.....	24
Results.....	26

Overview of the Application of the Five Dialogical Principles on Facebook Pages by Taiwanese NPOs	27
The Little Effect of the NPOs Categories Over the Application of the Five Dialogic Principles on Facebook	34
Receiving Government aid has no Influence on the Communications Abilities of NPOs on Facebook	41
Having at Least one PR Staff Working Full-time has Little Influence on the Application of the Five Dialogical Principles	49
Local NPOs Communicate Similarly to International NPOs Over Facebook	58
The Correlation Between Properly Communicating on Facebook and the Amount of Fans: What Elements Attract More Users?	64
Discussion	71
Major Findings	71
Future Studies	73
Limitations	75
Conclusion	76



List of Tables

Table 1. Means of Dialogic Loop compare to the independent variable “NPO’s category” ...	36
Table 2. Means of Usefulness of information within the posts compare to the independent variable “NPO’s category”	39
Table 3. Means of Conservation of Visitors within the posts compare to the independent variable “NPO’s category”	39
Table 4. Means of Generation of Return within the posts compare to the independent variable “NPO’s category”	40
Table 5. Means of Dialogic Loop within the posts done by NPOs receiving and not receiving Government aid.....	44
Table 6. Means of Usefulness of Information within the posts done by NPOs receiving and not receiving government aid.....	47
Table 7. Means of Conservation of Visitors within the posts done by NPOs receiving and not receiving government aid.....	47
Table 8. Means of Generation of Return Visits within the posts done by NPOs receiving and not receiving government aid.....	49
Table 9. Means of Dialogic Loop within the posts done by organizations with and without PR Staff.....	53
Table 10. Means of Usefulness of Information within the posts done by organizations with and without PR Staff.....	55
Table 11. Means of Conservation of Visitors within the posts done by organizations with and without PR Staff.....	56
Table 12. Means of Generation of Return Visits within the posts done by organizations with and without PR Staff.....	57
Table 13. Means of Dialogic Loop within the posts done by national and international NPOs	

.....61

Table 14. Means of Usefulness of Information within the posts done by national and international NPOs.....63

Table 15. Means of Generation of Return Visits within the posts done by national and international NPOs.....64

Table 16. Correlation between Ease of Interface and Number of Fans65

Table 17. Correlation between the elements within the page of the Dialogic Loop and Number of Fans.....65

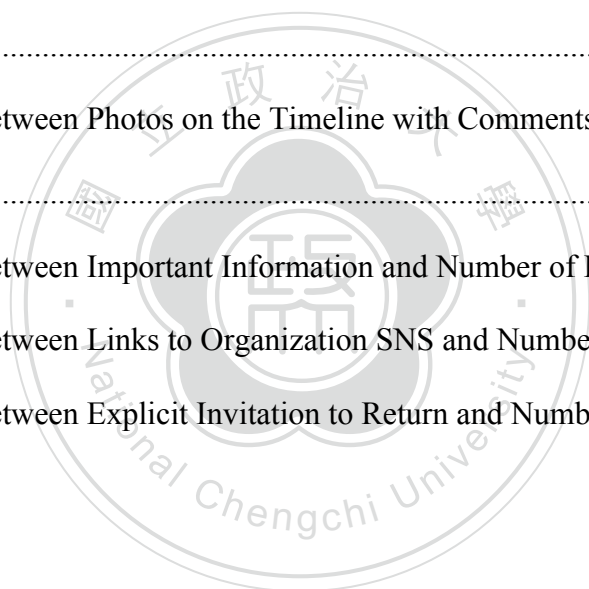
Table 18. Correlation between the elements within the posts of the Dialogic Loop and Number of Fans.....67

Table 19. Correlation between Photos on the Timeline with Comments and Number of Fans68

Table 20. Correlation between Important Information and Number of Fans69

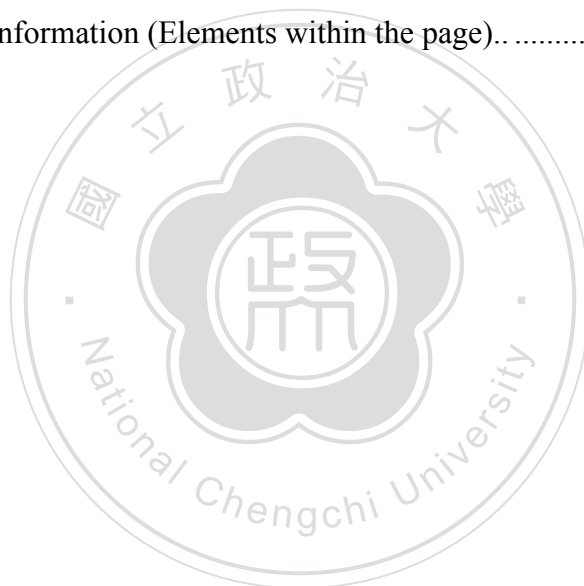
Table 21. Correlation between Links to Organization SNS and Number of Fans.....69

Table 22. Correlation between Explicit Invitation to Return and Number of Fans70



List of Figures

Figure 1. From the sample frame to the sample pool	18
Figure 2. Percentage of representation.....	26
Figure 3. Low, medium-low, medium-high, and high number of fans.....	27
Figure 4. Percentage of pages that presented applications	28
Figure 5. Percentage of NPOs that Presents Items of Usefulness of Information	31
Figure 6. Percentage of Total Posts for Usefulness of Information Within the Posts	32
Figure 7. Percentage of Posts for Conservation of Visitors Within the Posts.	33
Figure 8. Percentage of Total Posts with Characteristics for Generation of Return Visits	34
Figure 9 Usefulness of information (Elements within the page).....	37



Appendix A: List of nonprofit organizations.....83

Appendix B: Codebook.....86

Appendix C: Results for the inter-coder reliability test.95

Appendix D: Screen shot of the questionnaire sent to the NPOs96



Acknowledgments

Writing this thesis was one of the most challenging things I have ever done. It made me question a lot of my self-worth, the capacity of my brain, my ability to finish it, etc. It made me feel like a loser for a really long time and several times, I lost the motivation to write. I went from loving the subject to hating it and every possible feeling in between. I cried, I shouted, and I thought about just giving up many times... but now it is finally done!

Anyone who has written a thesis, or is in the process of writing one, knows just how important the role of the advisor really is, and I would first like to thank my advisor, Professor Shih. He taught me many things about statistics, patiently answered my never-ending questions and helped me make sense of all the data that I had collected. He was always able to help me find ways to move forward. I would also like to thank the other two members of my committee, Professor Sun and Professor Liu who gave me very interesting comments and advice.

I would also like to thank my classmates Leon Van Jaarsveldt and Nicolas Vaky who tried their best to make me understand how to use SPSS, which still has many features that remain unexplored by me.

Alizee Stalens and Ellen Zeng helped me run the inter-coder reliability, a long, boring process that is, nonetheless, very necessary. Eli for correcting my many English mistakes. Once again to Ellen Zeng and also Ruby Liu, who helped me translating the abstract into Chinese. I would like to express my gratitude to them.

Thank you also to my family, back in Chile, who must be so bored of hearing me talk about the thesis.

Finally, I would like to thank Taiwan. I was given a scholarship by the Taiwanese government and that is what brought me to this wonderful country. Every time I felt like giving up, I was able to persevere because I hope to stay here. Taiwan's people, its beauty,

and everything that makes this island so amazing is what kept me going. Special thanks to all my Taiwanese friends who heard me whine about my thesis and kept on giving me “加油” .



Abstract

This thesis examines the use of Facebook pages by nonprofit organizations (NPOs) in Taiwan. The sample for this study was constructed using the official list of Taiwanese NPOs found on the Internet site Taiwan NGO (www.taiwanngo.tw), held by The Ministry of Foreign Affairs, Republic of China (TAIWAN). A total of 99 NPOs' Facebook pages were content analyzed, therefore this thesis used primary data.

The theory used to analyze the use of the social networking site by the NPOs was the Five Dialogical Principles of the Internet proposed by Kent and Taylor (1998). Firstly, it was found that some categories of NPOs are over-represented while others are under-represented. Secondly, it was found that very little influences the way NPOs communicate on their Facebook pages. Finally, it was discovered that associations seldom interact with their users, they don't respond or comment on users' posts or comments; associations typically do not talk directly to their fans.

A global image of the use of Facebook pages by NPOs in Taiwan is given. Finally, it was found that NPOs used Facebook pages very randomly. None of the variables seem to dictate the quality of the page.

中文摘要

本論文主要在探討台灣的非營利組織(Non-profit Organization, NPO)使用 Facebook 的情形。根據台灣外交部所建檔的非營利組織名冊，找出其中 99 個非營利組織的 Facebook 頁面並加以分析其內容，利用這樣的第一手資料，來了解台灣的 NPO 如何組織和規劃其 Facebook 平台，來作為一個傳播媒介。

本論文以 1998 年 Kent 與 Taylor 所提出的五大對話原則理論來分析非營利組織使用社群網站的情形，有三點發現：第一，本論文發現，有些非營利組織網站的分類太過細微，有些又太不具代表性；第二，非營利組織在 Facebook 上的影響力並不大；第三，

本論文發現通常組織本身很少在 Facebook 上與使用者互動，也就是說，它們鮮少回應或是評論其他使用者的貼文和意見，組織成員並不會直接在 Facebook 上展開對話和溝通。本論文認為 NPO 使用 Facebook 並沒有形成一個共通的模式或規模，而是非常隨機的，沒有一個變數能夠真正具有指標意義地用來評價一個 NPO 粉絲頁面的品質，這大致上可以勾勒出台灣的 NPO 使用 Facebook 的情形。



Analysis of the Communication Characteristics of Nonprofit Organizations' Facebook Pages in Taiwan

Nonprofit organizations (NPOs), like any other kind of organization, must communicate with their stakeholders to be able to achieve their goals. Many scholars have proposed that NPOs should use relationship marketing to sell their projects and ideas, collect funds, raise awareness. Such marketing is based in long-term relationships between the stakeholders and the organization (Brennan & Brady, 1999; Conway & Whitelock, 2004; Rothschild, 1979; Sargeant, 2008)

With the development of modern communication technologies, social networking sites (SNS) have become important tools for organizations to create stronger and closer relationships with their stakeholders. SNS are web-based services that, not only allow individuals who have already known each other to stay connected and communicate, but also allow users to meet new people (Boyd & Ellison, 2008). For an organization this means both communicating with its present volunteers and donors, while also finding new ones that it might not have come into contact with otherwise. Whether it is Facebook, Twitter, or YouTube, researchers have been studying SNS in many countries, paying special attention to the relationship building capacities of such sites (Bortree & Seltzer, 2009; Curtis et al., 2010; Ingenhoff & Koelling, 2009; Seo, Kim, & Yang, 2009; Taylor, Kent, & White, 2001; Waters, Burnett, Lamm, & Lucas, 2009).

This thesis will focus on the use of Facebook by NPOs. Due to its popularity, Facebook is, without a doubt, one of the most popular social networking sites. Only 6 years after its creation, it had more than 500 million users and 50% of them were logging on to it in any given day (Facebook, 2010). Taiwan has more than 13 million users, which is a 58.09% population penetration rate, it's already the 19th country with the most Facebook users in the world and the 7th in Asia (Socialbakers, 2012). Some scholars argue that Facebook is only

popular among the young; however, in the near future, the average age of Facebook members is likely to rise, along with their geographic diversity (Gaines & Mondak, 2009).

Not only have businesses been taking advantage of Facebook, in fact, many NPOs have started to use it. Through the application Causes more than \$5M has been raised on Facebook since 2006 benefiting over 150,000 different causes (Facebook(b), 2010).

Researchers around the globe have already studied the use of Facebook pages by NPOs (Bortree & Seltzer, 2009; Greenberg & MacAulay, 2009; Waters et al., 2009), paying special attention to the relationship building capacities of such pages. However, there are no such studies in Taiwan. For a long time NPOs were considered as powerless organizations. However, in recent years, thanks to the Internet, they have gained more power and control (Coombs, 1998).

Therefore, a content analysis of 99 NPOs Facebook pages was conducted utilizing an adapted version of the code book used by Bortree and Seltzer (2009)¹ to evaluate how NPOs use the social networking site. At the same time, a small questionnaire² was given to the NPOs to try to understand more about the reasons why they use it.

Chapter Organization

This Thesis is divided into five chapters. The first is a literature review about nonprofit organizations, their need to promote themselves, the possibilities that the Internet gives them and the five dialogical principles proposed by Kent and Taylor (1998), which is the main theory behind this thesis. The second chapter introduces the research questions. The third chapter is the methodology section, which explains the creation of the codebook used for this thesis, and the operationalization of dependent and independent variables. The fourth chapter indicates the results for all the research questions, and is organized both by question

¹ Appendix B: Codebook

² Appendix D: Screen shot of the questionnaire sent to the NPOs

and by each of the five dialogical principles. The sixth chapter includes a discussion and a conclusion based on the research results, explaining the main differences between the different nonprofit organizations. The limitations of this research and the possibilities for future research are also discussed in this chapter.



Literature Review

Internet use and State of the Nonprofit Sector in Taiwan

In Taiwan there are 16.15 million Internet users, with an Internet penetration rate of 70% that is the fourth highest in all of Asia (Hsu, 2011). About 95% of teenagers used the Internet during 2008 (Liang, 2012). Additionally, there are no significant gender differences in the use of the Internet in Taiwan (Lin & Yu, 2008), which means that at least among young people, the Internet is extremely widely used.

In 2008, Facebook launched a Mandarin version, and since then its growth has been extremely rapid in Taiwan (Julia Ying-Chao, Angelina Nhat Hanh, Khalil, & Julian Ming-Sun, 2012). Though growth in Facebook use in Taiwan has been slower since 2010, this is because the social networking site was already close to market saturation (Su, 2010). Currently the site has 58.09% population penetration, 51% of the users are male versus 49% female, and the largest user age groups are 25 to 34, 18 to 24 and 35 to 44 (Socialbakers, 2012).

Since the second half of the 1980s, Taiwanese NPOs have flourished; the number of registered national social organizations increased from just over eight hundred in 1988 to almost four thousand in 2000 (Kuan, 2002). They have rapidly grown in power and social participation, while working for goals ranging from human rights to ethnic minorities' rights (Jie, 2001; Pelchat, 2004). Some NPOs, such as Tzu Chi, which has more than two million members in the country, are extremely powerful and work not only in Taiwan but also do international work. (Huang, 2009).

Because of the particular international situation of Taiwan, NPOs in the country have historically been extremely diverse and have worked for many important goals. Working hard to promote international values of human rights and cooperation with other nations (Fort Fu-Te, 2001b; Jie, 2001).

As explained above, Taiwan has extremely high Internet penetration, and a large number of Facebook users that are almost equal in terms of male and female rate of use. The county also has a rich and very active nonprofit organization sector. For these reasons, Taiwan presents an ideal setting for the study of the use of Facebook by NPOs to communicate with their stakeholders.

Nonprofit Organizations

Nonprofit organizations (NPOs) are “self-governing private organizations, not dedicated to distributing profits to shareholders or directors, pursuing public purposes” (Salamon, 1994). In North America, most NPOs have been created since the 1960s, many NPOs in Russia and in eastern Europe were created after the collapse of Communism (Salamon, 1994). In Taiwan, many NPOs have been created since the middle of the 1980s when, due to many social movements, martial law was ended (Pelchat, 2004).

Even though NPOs have been around for a very long time, they have generally been considered as powerless entities. However, over the past three decades this vision has been changing rapidly. In recent years, volunteering and membership have increased (Zimmer, 1999). Nowadays, NPOs are playing a much more important role in our society and in our everyday life. Some of them concentrate on helping their own members and some serve society and the population at large, helping groups to get organized, promoting sustainable development, protesting against pollution, influencing the free market, and fighting for equality and human rights, among many other activities (Fisher, 1997; Fort Fu-Te, 2001a; Herlin & Pazirandeh, 2012; Lee, 2010; Zimmer, 1999).

Some of the big problems that NPOs traditionally face are their lack of economic and human resources, as well as poor communication skills. However, several studies have highlighted the new opportunities that the Internet has given to NPOs, working within tight budgets, to better communicate and dialogue with their stakeholders by allowing them to

grow their stakeholder network at a very affordable price (Coombs, 1998; Seltzer & Mitrook, 2007; Taylor et al., 2001).

Organizations' Need to Communicate with their Stakeholders

Every association, whether it is a private, for-profit, or a nonprofit organization, has the need to communicate with its stakeholders, defined as any person or group that can affect or be affected by the organization. Without having healthy dialogic communication with stakeholders, the organizations will not be able to launch, promote, or succeed in their projects. Through effective communication, organizations can create constantly growing, long lasting relationships with key players (Baker, Buttery, & Richter-Buttery, 1998; Broom, Casey, & Ritchey, 1997).

It is important to note that communication is much more than mere promotion or publicity. It is understood as a two-way process, wherein the feedback received is as important as the information given by the organization, and through which one side tries to create bonds with the other part (Stewart, 1978).

Since the end of the 1960s, many scholars have given different reasons to explain why NPOs should use marketing techniques previously considered useful only for the private sector. Brennan and Brady (1999) defend the use of marketing techniques by NPOs explaining that it is important for them to define who the clients are, where they are, when are they most likely to access the NPO, why they would access the organization and what is it they get out of this NPO. In fact, before a NPO is known by a consumer, he or she is totally indifferent to it, that is why most NPOs only get a lot of attention and money during crisis (Brennan & Brady, 1999). In other word, NPOs can have great projects, great ideas and still not be able to follow through with them for lack of funds or help from other organizations.

NPOs depend on regular contributions from donors, help and/or sponsorship from the government and the time and goodwill of voluntary workers. They must identify all these

stakeholders, how to approach them, their possible differences, similarities and conflicting needs. Building good relationships with all these players is crucial to continue functioning (Brennan & Brady, 1999; Conway & Whitelock, 2004).

In other words, NPOs have many different “markets” and therefore different “products” that need to be shaped and designed for each market. For nonprofit organizations, these “products” take the form of the organization’s ideas “sold” to the larger society. The “markets” are the many different stakeholders, whether they are donors, volunteers, governmental agencies, and social groups. Therefore, organizations must respond to the needs of all of these very different stakeholders, thus, they must design their products to serve each and everyone of the key players and communicate this information to them using modern communication tools (Brennan & Brady, 1999; Kotler & Levy, 1969).

Even though a lot of the literature shows the advantages for a NPO to apply marketing techniques, many of them continue to think of marketing as manipulative and a waste of money (Brennan & Brady, 1999; Conway & Whitelock, 2004).

NPOs’ Particular Needs and Strategies for Marketing Themselves.

In many aspects, NPOs are similar to businesses; they have to deal with many stakeholders and shape different messages accordingly. However, many partnerships fail because of bad relationships and poor interpersonal connections (O'Malley & Tynan, 2008), therefore NPOs should pay attention to these problems to avoid failing in their work. Communicating directly with stakeholders to give them appropriate information and to receive their feedback is crucial to any healthy relationship, thus NPOs must create a contact database to facilitate contact with stakeholders and keep them informed. The only way for a NPO to build a complete database is to take advantage of every opportunity to collect data, make it available for future interactions and, through these interactions, create a “friends portfolio” (Brennan & Brady, 1999; Conway & Whitelock, 2004). NPOs should not forget

the goal of these databases, which is not only to keep stakeholders informed, but also to improve the relationship building process, which can only occur through repeated interaction between the NPO and them. Repeated interactions will help an association to personalize and intensify relationships, becoming friends with its stakeholders while discovering which customers are the most productive. In the case of NPOs these interactions will help them recognize their best funders and volunteers.

I have listed the many similarities between NPOs and businesses, but to think that NPOs are exactly like businesses and therefore can behave exactly like private corporations would be a big mistake. Sargeant (2008) listed 8 characteristics of NPOs that make traditional marketing tools inapplicable to them: (1) two distinct markets, the market for resource attraction (funders) and the market for resource allocation (beneficiaries), (2) multiple constituencies or publics, (3) need for societal, not-market orientation, (4) non-financial objectives, (5) services and social behaviors rather than physical goods, (6) collaboration, not competition, (7) public scrutiny/non-market pressures, and (8) higher ethical standards. Other researchers have focused on other differences, such as the differences of “products” provided by NPOs and private companies, the separation between the buyer and the consumer of the product, the amount of resources, and ethics. For all the reasons listed above, it is recommended that NPOs choose a marketing technique suited to their own characteristics and needs (Brennan & Brady, 1999; Conway & Whitelock, 2004; Rothschild, 1979).

Many scholars have argued that possibly one of the best marketing techniques for NPOs is “relationship marketing”. Relationship marketing is marketing understood not just as selling products to consumers, but also as communicating with the consumers to foster long-lasting relationships. This communication between an organization and its consumers is not seen as a source-receptor model but as a dialogue, which is “a tool for effective and mutually rewarding interpersonal communication” (Taylor et al., 2001).

Relationship marketing stresses the importance of personal contacts, which are often used to start, develop and sustain relationships. Brands should make friends with their costumers and they should also make friends among them. Existing relationships are a good strategy to create customer loyalty, services might create social bonds, etc. (O'Malley & Tynan, 2008).

Developing relationships with everyone who is crucial for their work can help NPOs understand who gives money to charity and why, ultimately allowing them to create closer ties that may result in an increase of donations (Waters, 2009).

Because of its interactive capabilities, the Internet is an ideal medium for relationship marketing. NPOs are slowly embracing this opportunity but they are still far from taking full advantage of all the Internet's possibilities.

NPOs' Communication over the Internet

Since its creation, the Internet has been studied and analyzed from many different angles. Some think that the Internet will shape the world and allow for positive changes, one of these changes is the new power gained by nonprofit organizations to communicate at a very low cost, allowing them to transmit their ideas, communicate their projects, and even influence politics and the economy (Coombs, 1998; Mari Saez, 2007; Zoch, Collins, Sisco, & Supa, 2008).

As we have seen so far, communicating with their stakeholders is crucial for NPOs. Because most of them work on tight budgets, new media that can reach a large audience is becoming more and more important to them. According to research conducted by Seo et al. (2009) NPOs consider their websites the most important new media tool because they can use them to enhance their image, look for potential new donors and provide information about their activities.

NPOs need to attract users to their Internet sites in order to foster long lasting

relationships with them. From the basic design of the site (Bucy, Lang, Potter, & Grabe, 1999) to its capacity to create a dialogue among users (Kent, Taylor, & White, 2003), many factors have been taken into consideration in studying how to attract more visitors to an Internet site.

One of the unique aspects of the Internet, compared with traditional media, is that it allows different users to exchange ideas and opinions among themselves; in other words, it allows the creation of dialogic communication. This particular characteristic of the Internet is the key for organizations to have successful relationships with their stakeholders, and to create new ones (Bruning & Ledingham, 1999; Inghoff & Koelling, 2009; Kent & Taylor, 1998; Seltzer & Mitrook, 2007; Taylor et al., 2001).

As has been explained above, NPOs need to create personal contacts with their stakeholders and the best way for relationships to grow is through dialogic communication. Though the Internet provides the capacity for this to happen, it does not happen automatically. Organizations must pay special attention on the conception and maintenance of their web presence. Kent and Taylor (1998) have proposed five principles to successfully integrate dialogue on Internet sites: 1) dialogic loop, 2) usefulness of information (for all publics), 3) generation of return visits, 4) ease of the interface, and 5) conservation of visitors. Some scholars have come to the conclusion that these 5 principles can be regrouped in 3 clusters: 1) ease of interface, 2) usefulness of information, and relational communication (Kang & Norton, 2004; Waters et al., 2009; Yang & Taylor, 2010). For this thesis, the original five dialogical principles will be used as the theoretical framework. The 5 principles have been chosen because they were created as a result of research on how to improve communications over the Internet (Kent & Taylor, 1998, 2002; Kent et al., 2003), and they have been used to do content analysis on a variety of different Internet sites. These 5 principles have been used to analyze sites such as Social Network Sites (Bortree & Seltzer, 2009; Rybalko & Seltzer,

2010; Sweetser & Lariscy, 2008), Websites (Greenberg & MacAulay, 2009; Inghoff & Koelling, 2009; Taylor et al., 2001), and Weblogs (Seltzer & Mitrook, 2007). They have been used to analyze the sites of both NPOs and profit private businesses (Bortree & Seltzer, 2009; Inghoff & Koelling, 2009; Park & Reber, 2008; Rybalko & Seltzer, 2010; Taylor et al., 2001). Finally, the principles have been used to study NPO communications over the Internet in many different countries, including South Africa (Naudé, Froneman, & Atwood, 2004), Switzerland (Inghoff & Koelling, 2009), and Canada (Greenberg & MacAulay, 2009). In other words, these 5 principles have already been used successfully to study the use of Facebook by NPOs in countries with very different cultures and political situations, so the researcher feels these 5 principles are a good choice for a similar exploratory study in Taiwan. The study is of particular value as no research of this type has been conducted yet in Taiwan.

Thanks to the fast evolution of the Internet and its continued development, nonprofit organizations have begun, in recent years, to better understand the communication power of the medium. As their understanding grows, NPOs are slowly changing the way they use the web in order to foster better relationships with their stakeholders, and are not simply using it to disseminate their message (Greenberg & MacAulay, 2009). Many organizations are investing significant amounts of time and money in their Internet presence (Curtis et al., 2010).

Even though NPOs' use of the Internet is increasing, many have not yet applied the five dialogic principles on their Internet sites, they do not allow for much visitor interaction, and this causes the NPOs to miss an opportunity to build better, long lasting relationships with their stakeholders (Coombs, 1998; Inghoff & Koelling, 2009; Naudé et al., 2004; Rybalko & Seltzer, 2010; Taylor et al., 2001). Over the past 10 years, many different reasons have been given to explain this phenomenon. Some say NPOs simply have not recognized the real potential of the Internet (Seo et al., 2009). Some think that NPOs lack trained staff to

properly take care of their websites, which is supported by the fact that NPOs who have a full time public relations department are more likely to adopt social media tools (Curtis et al., 2010; Naudé et al., 2004). Finally, some think that NPOs try to do the best they can with the limitations presented in their own country, as Yang and Taylor (2010) explained: “The political system, media environment, and dependency relationships may all affect the design of organizational websites”.

A study about the use of the Internet by Fortune 500 companies is particularly interesting because it shows how some of the most powerful companies in the world have applied the five principles on their Internet sites and obtained good results. These companies have gained trust from their stakeholders and have developed long-lasting relationships with them (Park & Reber, 2008). Thus the study proves that, when properly applied, the Five Principles can help even the most successful companies to improve their relationships with their stakeholders.

Taylor et al. (2001) studied the application of the 5 principles on the websites of activist organizations discovering that some appear to be following “the same design format as corporate sites” but that most of them are not fully using the dialogic capacity of the Internet. The researchers insist on the fact that applying the 5 principles is vital not only for activist organizations but for any NPO.

Social Networking Sites

Social Networking Sites (SNS) are one of the best types of Web 2.0 sites for creating dialogic communications. They easily allow anyone to: “1) construct a public or semi-public profile within a bounded system, 2) articulate a list of other users with whom they share a connection, and 3) view and traverse their list of connections and those made by others within the system” (Boyd & Ellison, 2008). Users of SNS have a voice to display and share their own opinions, affiliations, political preferences, etc. (Zube, Lampe, & Lin, 2009). For

NPOs, the most important characteristic of SNS is that pages on this sites “can result in connections between individuals that would not otherwise be made” (Boyd & Ellison, 2008). SNS help to maintain already existing social connections and give the opportunity to create new ones (Ellison, Steinfield, & Lampe, 2007). Thus NPOs can recruit new volunteers and new donors who may not have otherwise become involved.

Facebook has undeniably become one of the most important platforms for social communication among the young, and in the near future both the average age and geographic diversity of Facebook members is likely to rise (Gaines & Mondak, 2009). On Facebook, users can add “Applications” that enhance their profile, and by default, users who are part of the same “network” can view each other’s profiles (Boyd & Ellison, 2008), thereby learning more about their friends affiliations (Zube et al., 2009). For NPOs all of this means that they can use Facebook to recruit young volunteers, who could share their “liking” of the organization’s work and policies with their friends, who are also potential volunteers and donors. NPOs can use the site to connect with their fans and friends, and add different applications, such as Causes, which has already helped raising more than “\$5M since 2006 benefiting over 150,000 different causes” (Facebook(b), 2010).

Waters et al. (2009) analyzed 275 NPO Facebook pages in the United States. The study concluded that while NPOs understand the importance of presenting themselves clearly on their Facebook page, the main reason they fail to build relationships is that they often do not provide ways for supporters to get more involved, and therefore do not use Facebook to its full capacity.

A Survey of 409 nonprofit organizations in the United States shows that 54.5% use social networks, such as Facebook, as a way of doing public relations (Curtis et al., 2010). However, many make the mistake of thinking that just having a profile on the site will increase their stakeholder awareness and bring more participation by itself, and thus they do

not properly using Facebook as a relationships-building tool (Bortree & Seltzer, 2009; Waters et al., 2009). Many of them have not yet realized that mere presence on the Internet will not help any organization (Coombs, 1998; Rybalko & Seltzer, 2010; Taylor et al., 2001).

Several studies have found that some NPOs seem to be using Facebook, and the Internet at large, better than others. Seo et al. (2009) found that organizations working on advocacy, research or education create more interaction with their stakeholders in their pages. Waters et al. (2009) discovered that those working on health and education concentrated on fundraising.

Aspects that Influence the Communication Abilities of NPOs over the Internet

Past research points out that Internet use patterns depend on the characteristics of the NPO; some will concentrate more on fundraising, others will provide more information to attract volunteers, and some will just try to educate the masses (Bortree & Seltzer, 2009; Greenberg & MacAulay, 2009; Kang & Norton, 2004; Naudé et al., 2004; Seo et al., 2009; Yang & Taylor, 2010). Therefore the question “Does the category of an NPO affect the way they apply the five dialogic principles on Facebook?” was asked.

According to past research, having a full-time PR staff member not only will make an association more likely to use social media, but it will also influence how it uses the medium to communicate with their stakeholders (Curtis et al., 2010; Naudé et al., 2004; Waters et al., 2009). That is the reason for asking the following question, Q4: Does having a PR staff working full-time influence the application of the five principles?

Several studies show that NPOs lack funding and therefore cannot take care of their Internet presence properly (Waters et al., 2009; Yang & Taylor, 2010). Moreover, according to Yang and Taylor (2010), the way NPOs communicate over the Internet is highly influenced by the particular policies of the government in power. In the context of the current study, two questions follow from this previous research. The first is “Does being sponsored

by the Taiwanese government influence the way NPOs apply the five dialogical principles?”. Being sponsored by the Taiwanese government would mean that an organization would have more money but could also mean it would be more likely to follow government policies. Considering that each country’s policies influence the way its NPOs communicate over the Internet, the second question is, “Does the nationality of the NPO influence the way they apply the 5 principles?”.

Research Questions

Questions 2, 3, 4, and 5 were asked based on the broader questions outlined in the last paragraph of the preceding literature review. As this is exploratory research, the first question is designed to first provide an overview of the way NPOs in Taiwan use Facebook to communicate with their stakeholders.

Q1: What is the general use of the five dialogical principles on Facebook pages by Taiwanese NPOs?

Q2: Does the category of an NPO affect the way they apply the five dialogic principles on Facebook?

Q3: Does being sponsored by the Taiwanese government influence the way NPOs apply the five dialogical principles?

Q4: Does having at Least one full-time PR staff working influence the application of the five principles?

Q5: Does the nationality of the NPO influence the way they apply the 5 principles?

The final question is thought to go further in the research of communication over the Internet and look for the relationship between communicating properly and having more fans.

Q6: Is there any correlation between applying the 5 dialogical principles and the amount of fans on Facebook?

Methodology

This study uses content analysis to explore the use of Facebook by NPOs in Taiwan. In this section, I will explain how Facebook pages were selected and how each of the key variables were measured.

Sample Frame

The sample frame of Facebook pages was taken from the Official webpage Taiwan NGO kept by The Ministry of Foreign Affairs, Republic of China (TAIWAN). The page has a list of 411 NPOs working in Taiwan. It also has links to the official webpage of almost every NPO on the list. First, the official page was visited to see if it had any link to a Facebook page. A manual search was conducted on Facebook using the English and Chinese names of all those NPOs who did not have a link to their Facebook page on their official webpage. After those two searches (using their official webpage and manual search on Facebook) 193 Facebook pages were found. This study aims to analyze the use of Facebook during a whole year. The year chosen was 2011 because it is the most recent full calendar year. Because the posts analyzed for this thesis had to be posted during the year 2011, it was verified which NPOs had their Facebook page active during that whole year. 99 pages were left to content analyzed (

Figure 1)

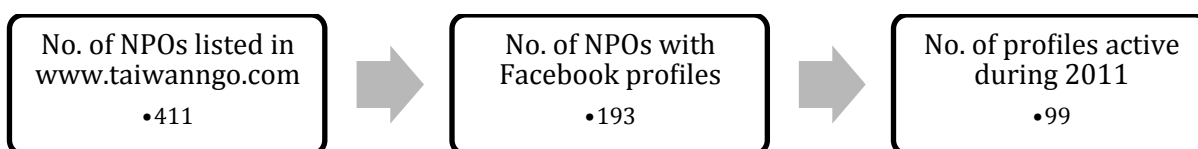


Figure 1 From the sample frame to the sample pool: this figure exemplifies the different steps to go from the sample pool to the final sample frame.

After conducting a test research, it became obvious that analyzing every single post done by all the NPOs in their Facebook pages during the year 2011 was not feasible. In order to get a proper sample of the use of Facebook through the whole year 28 dates, throughout

the whole year were chosen randomly. First, the year 2011 was divided in fours by groups of three months (trimesters), from January to March, from April to June, from July to September and finally, from October to December. After that, using a table of random numbers, 7 dates were chosen for each trimester, which resulted in the following 28 dates: January 12 and 29, February 20, March 5, 11, 25 and 26, May 4, 17, 22 and 23, June 6, 20 and 22, July 30, August 4, 11 and 25, September 9, 12 and 14, October 21 and 27, November 13, 19 and 24, December 4 and 30. Every single post done during any of these 28 days was analyzed. Those 28 dates are the sampling period used for this research.

Operationalization of Dependent Variables

Number of fans. This variable was measured by counting the number of “likes” listed on each NPOs page and then operationalizing them as follow: “1” for those who had less than 1000 likes, “2” from 1000 to less than 5000, “3” from 5000 to less than 10000, “4” for those with 10000 fans and more.

Ease of interface. This variable is formed by adding the values of the following four variables: 1) applications, 2) easy of donations, 3) link to donations, and 4) custom URL. The number of applications was operationalized as the exact same number of applications presented on the Facebook profile. Easy of donation was operationalized as “1” for “donations can be made directly on Facebook” and “0” for “donations cannot be made on the SNS”. Link to donations was coded as “1” for present and “0” for absent. Custom URL was coded as “1” for the NPO has its own personalized URL and “0” for the NPO does not have a custom URL on Facebook. This is a continuous variable, the range is known only after collecting the data.

Dialogic loop. A page can't be fully dialogic if it does not offer and follow through a two-way communication. This principle was analyzed in two parts, the first part takes into consideration five variables, 1) phone number, 2) email address, 3) recent post by others, 4)

direct message button, and 5) NPO answers questionnaire within 24 hours. Phone number and email address are, two of the thirteen categories, presented in the “About” section of the Facebook page³, they were both coded as “1” for present, “0” for absent”. Recent post by others (located on the right top corner of the Facebook Timeline) and direct message button (located right below the cover picture) were also coded as “1” for present and “0” for absent, Finally, the speed in which the NPO answered the questionnaire sent through Facebook was coded as “1” for “answer within 24hrs” and “0” for “answer after 24hrs”. Therefore, this variable could have a value from “0” for none of the characteristics are present to “5” for all of the characteristics are present in the page.

The second part analyzed the elements within the posts of the NPO and how it engaged with its users. Thirteen characteristics were recorded including 1) surveys, 2) posts by the organization, 3) users like organizations posts. Each time a user clicks on the “Like” button under a post done by the organization it would be counted as 1, Facebook does not have a dislike button so this characteristic can go from 0 to as many likes as a post receives. 4) user comments, 5) organization responds to user comments, 6) posts by users, 7) users comment on other users’ posts, 8) organization comments on users’ posts, 9) organization request for action, 10) organization request information, 11) Organization Defends its policies, 12) organization criticizes, 13) organization praise, congratulates or support. Each post done by the NPO during any of the sampling period was analyzed. If any of the above characteristics was present, it was coded as “1” and any absent was coded as “0”. This is also a continuous variable.

Usefulness of information. This principle was analyzed in two parts. The first one takes under consideration the elements within the page, the second part accounts for the

³ The “About” section of the Facebook page can be accessed by clicking on “About” located on the Facebook Timeline right below the profile picture. It contains 13 sections.

elements within the posts.

Elements within the page takes under consideration 11 of the 13 items presented in the “About” section of the Facebook Timeline. The second part takes under consideration the elements within the posts done by the organization during the 28 random dates.

The comprehensiveness of these eleven items of the “About” section was measured by 11 variables: about, mission of statement, overview, founded year, address, general information, products, descriptions, page owners, logo, and link to homepage. The organization was granted 1 point for each of the 11 features that it had. Therefore, usefulness of information in the “About section” can go from 0 to 11.

Elements within the posts for usefulness of information were measured by 9 variables: 1) on site press release, 2) link to press release, 3) link to media room, 4) speeches, essays, papers, or presentations, 5) audio visual content, 6) photos on the timeline without comments, 7) photos on the timeline with comment, 8) photo album, 9) link to official website. The organization was granted 1 point for each of the 9 features that it had. Therefore, usefulness of information of each post can go from 0 to 9.

Conservation of visitors. Because of the changes occurred on Facebook from the end of 2011 to the beginning of 2012, the codebook provided by Bortree and Seltzer (2009) could not be applied on this section except for one variable, which is, important information. However, Rybalko and Seltzer (2010) argued that links to other social media pages of the same organization should be considered as “part of a company’s extended social networking presence” (p. 338). Thus links to the company’s social networking sites, and the company’s blog should be considered part of conservation of visitors”. Therefore, conservation of visitors was measured by the combination of these two variables: 1) important information and 2) link to the association’s other SNS. Each post done by the NPO during any of the sampling period was analyzed. If any of either characteristics was present, it was coded as “1”

and any absent was coded as “0”. This variable is also continuous.

Generation of return visits. Relationships are built in time through repetitive contacts. An NPO want his Friends/Fans to keep coming back. Features that form this variable are: 1) explicit Invitation to Return, 2) Links to Other Websites, 3) New Events, 4) Downloadable Information, and 5) News Items. Each post done by the NPO during any of the sampling period was analyzed. If any of the 5 above characteristics was present, it was coded as “1” and any absent was coded as “0”. Therefore, generation of return visits is also a continuous variable.

Each aspect of the posts done during the sampling period was coded. Because of the nature of Facebook, users can add many things to one single post, therefore, from each post are coded multiple variables. For instance, a post could be a “link to other pages”, “a piece of news”, “association asks for information”, “association criticizes”, and “photo”. Each of these elements would be coded for the different variables that they represent.

Operationalization of Independent Variables

Five independent variables were recorded.

Type of NPO. It was measured using the 10 categories listed by Taiwan NGO, they are: 1) Humanitarian Philanthropy, 2) Public Policy, 3) Other, 4) Academic and Culture, 5) Social Welfare, 6) Agriculture and Environmental Protection, 7) Energy and Technology 8) Economic Industry and Commerce, 9) Health, and 10) Sports and Leisure. These 10 categories are mutually exclusive.

Government aid. The variable was measured by asking each NPO through Facebook whether they received any kind of government financial assistant or sponsorship. The variable was code as “0” for no government financial assistant or sponsorship, “1” for receives government financial assistant or sponsorship, and “3” for did not reply. 22 NPOs replied that they don’t receive any government aid, 23 said to received, and 54 did not reply.

Full time PR staff. Whether an NPO has PR working full time was measured by asking through Facebook whether there is a PR manager working full time. The variable was coded as “0” for no PR working, “1” for at least one PR working full-time, and “3” for did not reply. 27 said not to have any full-time PR staff, 18 replied saying that they did have one, and 54 did not reply

NPO’s nationality. This variable was measured by asking through Facebook whether they had offices in other countries. If an NPO does not have offices outside Taiwan, this variable was coded as “0”, if an association does have offices outside the country, then it was coded as “1”, finally, if they did not reply to the questionnaire, it was coded as “3”. 19 associations said to have offices in other countries, 26 stated to only have offices in Taiwan, and 54 did not reply at all.

All the associations were contacted using the “message” button⁴. Only 45 associations answered to this short questionnaire, therefore the variables Government aid, Full time PR staff, and NPO’s nationality only takes under consideration these 45 NPOs (see appendix A for a screen shot of the questionnaire sent to the NPOs).

Codebook

A similar codebook than the one used by Bortree and Seltzer (2009)⁵ was utilized to operationalized Kent and Taylor’s (1998) 5 dialogic principles. In September 2011 Facebook announced that it would start changing their old profile layout in to a new one called Timeline (Lessin, 2011), therefore, the codebook had to be slightly modified. “Recent posts by others” is a new feature of the Facebook Timeline, it is located on the top right corner of the page. This feature can be taken away by the administrator of the page, so it can be present

⁴ The “Message” button is located right below the cover photo of the Facebook Timeline.

⁵ Professor Denise Bortree provided the original codebook that they used for their journal article “Dialogic Strategies And Outcomes: An Analysis Of Environmental Advocacy Groups' Facebook Profiles” (Bortree & Seltzer, 2009).

or absent on the timeline, therefore, it was added as a dialogic feature, the wording had to be changed from Facebook “wall” to Facebook “timeline”. Facebook also added new sections presented on the “about” part of the page so all the new sections were added to the “usefulness of information” category on the codebook. They were operationalized as “0” for absent and “1” for present. Because Bortree and Seltzer (2009) were only analyzing environmental advocacy groups and this thesis analyze all different types of NPOs, other changes were made. NPO category, nationality of the NPO, the number of Likes and having or not at least one PR staff working full-time, all these variables were added to the codebook. Variables that were related to protecting the environment, lobbying for environmental laws, criticizing politicians due to environmental policies, these variables were all removed from the codebook.

Because in this research only the Independent variables are nominal variables (type of NPO, Government aid, Full time PR staff, NPO’s nationality, and Likes) and the dependent variables are continuous, an ANOVA test was run each time that a research question was being answered to evaluate whether the results are statistically significant or random.

Inter-Coder Reliability

14 NPO pages were randomly selected from the sample pool for the inter-coder reliability test, which accounts for 14.14% of the total population under study.

Two coders were involved in the inter-coder reliability test, including the author of the thesis and another coder who was a graduate student from the International Master’s Program in International Communication’s Studies from National Chengchi University.

Before the inter-coder reliability started, the sample list and the codebook were sent to the coders. Instructions and clarifications were given. During a training session, to clarify all disagreements and questions, one of the fourteen pages was analyzed together by both coders. Later, each coder individually analyzed the other 13 pages. After finishing, ReCal (Reliability

Calculator), an online utility was used to calculate inter-coder reliability coefficients.

For percentage agreement, the average was 89.19% and range between 80% and 93.33%. For Scott's Pi the average was 0.80 and range between of 0.65 to 0.93. Both coders had substantial agreement (Table 1). Scott's Pi was chosen because it can be use for nominal data and it corrects the coefficient of agreement due to chance⁶



⁶ Appendix C: Results for the inter-coder reliability test.

Results

Firstly, I would like to present some of the results regarding the current state of the use of Facebook pages by Taiwanese NPOs. Some basic information about demographics, number of fans, and a general overview of the posts.

The presence of the Taiwanese NPOs on Facebook varies immensely depending on the category; some are over represented while others are under represented. With 40 pages for Social welfare and 18 pages for the Academic and culture, which mean that, out of the 10 categories listed in the page Taiwan NGO, these two categories represent 59% of the total population (99 pages), there are 10 pages from Public policy, eight from Humanitarian philanthropy, seven from Agriculture and environmental protection, seven from Health, three from Energy and technology, two from Sports and leisure, two from Economic, industry and commerce and two from Others, which means that these last 3 categories combined only represent 6.06% of all the pages.

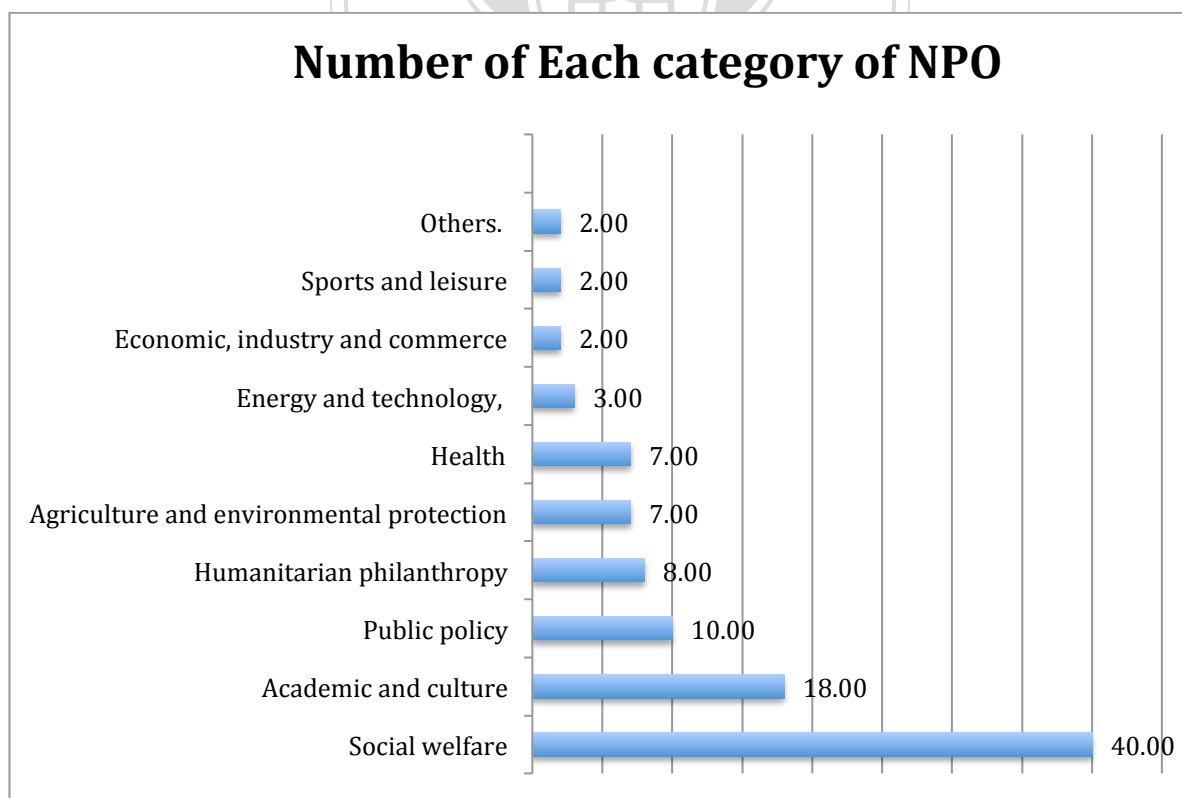


Figure 2. Percentage of representation. This figure illustrates the percentage of each category of NPO out of the 99 pages content analyzed.

The number of fans ranges from seven to 137239, which means that each association has on average 7342.52 fans.

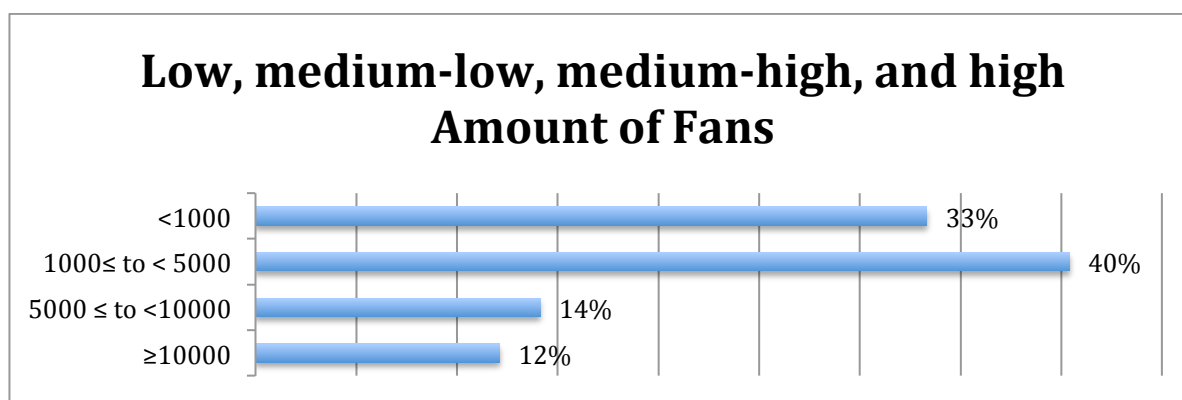


Figure 3. Low, medium-low, medium-high, and high number of fans. This figure illustrates the percentage of NPOs that have low, medium-low, medium-high and high amounts of fans.

NPOs like other pages on an average of 28.24 per NPO, ranging from none, for 17.17% (N=17) of the pages, to a maximum of 383 for one page.

Posts. During the 28 days of the sampling period, in their ensemble, the 99 NPOs had a total of 1391 posts, ranging from 0 post for 14.14% (N=14) of the pages, to a maximum of 81 posts. There were a total of 3149 comments and 70413 likes, which makes “Like” by far the most popular way of interaction between the fans of the page and the NPO. Each post received from their fans an average of 50.62 likes and 2.26 comments.

Overview of the Application of the Five Dialogical Principles on Facebook Pages by Taiwanese NPOs

Ease of interface. Combined, the 99 NPOs’ pages had 376 applications, which represents an average of 3.8 applications per page. Ranging from 0 applications in 2.02% (N=2) of all pages two pages, to a maximum of 11 applications in 3.03% (N=3) of the total of pages.

By far the most popular application is “Photos”. There were a total of 3038 photo albums, ranging from 0 to 334 albums per NPO, and a total of 164648 photos, which represents an average of 54.20 photos per album.

The second most popular application is Notes. There were 1790 written notes or 18.08 notes per page. The third and fourth most widely used applications are videos and events respectively. There were a total of 558 videos and 291 events organized during the year 2011.

It's important to notice that 24.73% (N=93) of applications categorized as Other, which means that they're not automatically ready on Facebook but created by the administrator of the page. 59.59% (N=59) of the pages didn't have any application classified as Other, but 3.03% (N=3) pages had up to six.

In 2.02% (N=2) of the pages, a user could make direct donations on Facebook using a credit card and also had links to pages outside the social networking site to make donations. There were also other 11.11% (N=11) of pages that only had a link to donations.

64.64% (N=64) of all pages, had their own custom URL on Facebook⁷

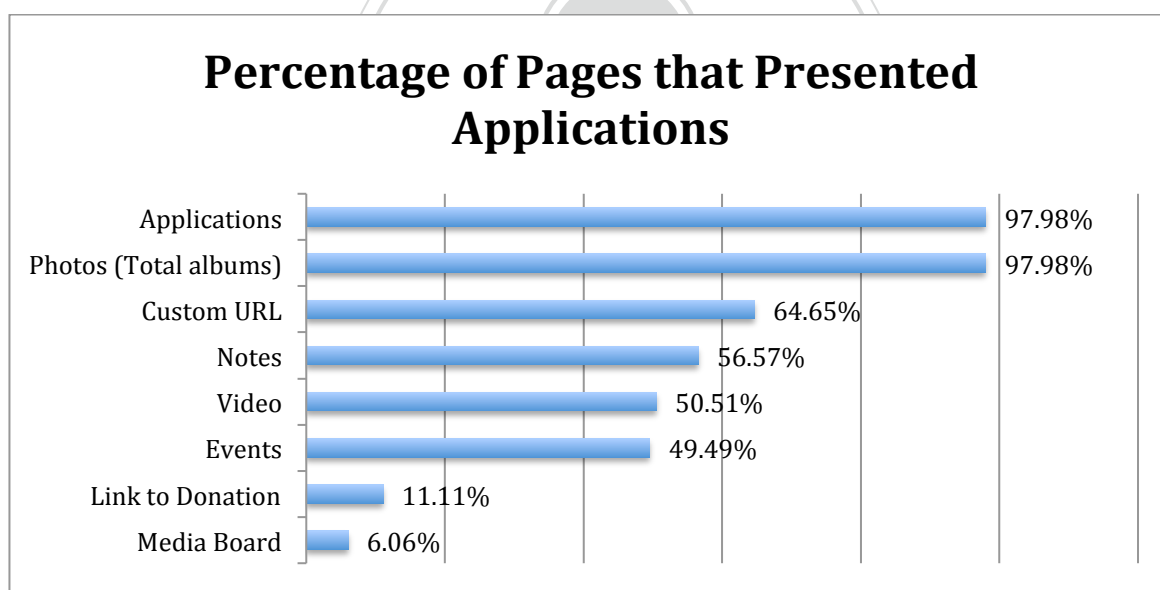


Figure 4. Percentage of pages that presented applications: this figure illustrates the percentage of pages, out of the total of 99 pages, presented applications, it also shows which applications were the most broadly used.

Dialogic loop. From the About section of the Facebook page were taken all the Elements within the page.

⁷ A custom URL is an Internet address that starts by www.facebook.com/ and finishes by a name created by the NPO and not the random URL automatically created by Facebook, which normally finishes in a set of numbers.

Elements within the page. 13.13% (N=13) of all the NPO s' pages had all the elements from this variable. On the other hand, 7.07% (N=7) NPOs' pages only had one of the five elements. By far the least common element was "NPO answered questionnaire within 24 hours". Only 28.28% (N=28) of pages, answered within that period of time. On the other hand, the most common element was the direct message button presented on the top of the Facebook page. 95.95% (N=95) of pages had this feature, this could be because it is on the page by default and, if desired, it needs to be manually removed by the page administrator.

Phone number and recent post by others are presented 69.69% (N=69) of all the pages. Only 59.59% (N=59) of pages listed an email address, which means that only 41.41% (N=41) of the total of pages didn't have this characteristic.

Elements within the posts. The least common element is Organization request for information. Out of the total posts from the sampling period, in only 0.5% (N=7) of posts the associations requested for any kind of information. The second least common feature from this variable is Surveys, only 0.71% (N=10) of all the posts presented this characteristic.

Separated by NPOs, the average amount of Likes per post ranges from 0.4 to 392.04 per post per NPO. The average amount of users' comments per post ranges from 0, which means that 3.52% (N=49) of the posts didn't receive any comments, to 15.74 comments per post.

Only 0.12 of the users' comments received any replied from the organization, the organization that most actively respond to users had an average of two responds per question, on the other hand, 18.18% (N=18) of NPOs did not answer in any way after users' comments.

There is very little interaction between users, out of 372 posts by users, only 61.29% (N=228) received comments by other fans, which means that 38.7% (N=144) of all the users' posts did not get any comments from other users. The range goes from 0.13 to 9 comments per post. NPOs comment even less with an average of just 0.27 comments per posts done by

users. The most active organization makes on average 1.62 comments per post; on the other hand, 21.21% (N= 21) of the pages analyzed, that did not comment on any fan's posts.

Organizations requested for action in 9.48% (N=132) of the posts, ranging from 0 for 53 pages, to nine for two pages. In total, only 7.07% (N=7) of the NPOs requested user's information (once each), which means that 92.92% (N=92) of the associations never asked any information from their fans. Also only 7.07% (N=7) of the NPOs defended their policies, ranging from 1 post to 4 posts. In only 2.01% (N=28) of the posts organizations criticized, 88.89% (N=88) of the organizations never used this feature, on the other hand, the association that used it the most posted 10 critics. Organizations praised or supported in 8.77% (N=122) of the posts during the whole sampling period. 65.66% (N=65) of associations never used this feature; those who used it range from 1 to 10 posts.

Usefulness of information. None of the pages had the 11 items that form the Elements within the page of this variable. The total ranged from none, for 2.02% (N=2) of the pages, to 10, also for 2.02% (N=2) of the pages.

Elements within the page. The two most popular characteristics of the elements within the page for this variable were About and Link to homepage, both of this characteristics were present in 90.9% (N=90) of the pages. 72.72% (N=72) of NPOs listed their office address, 68.69% (N=68) indicated the year when they were founded, the organization's logo, its mission of statement, and an overview of the NPO were present in only 66.67% (N=66) of the pages. 44.44% (N=44) of the organizations had a list of their products; only 40.4% (N=40) of pages had a little description. The two characteristics that were present the least were General information, only 19.19% (N=19) of the pages, and Page owners in only 8.08% (N=8) of the total population.

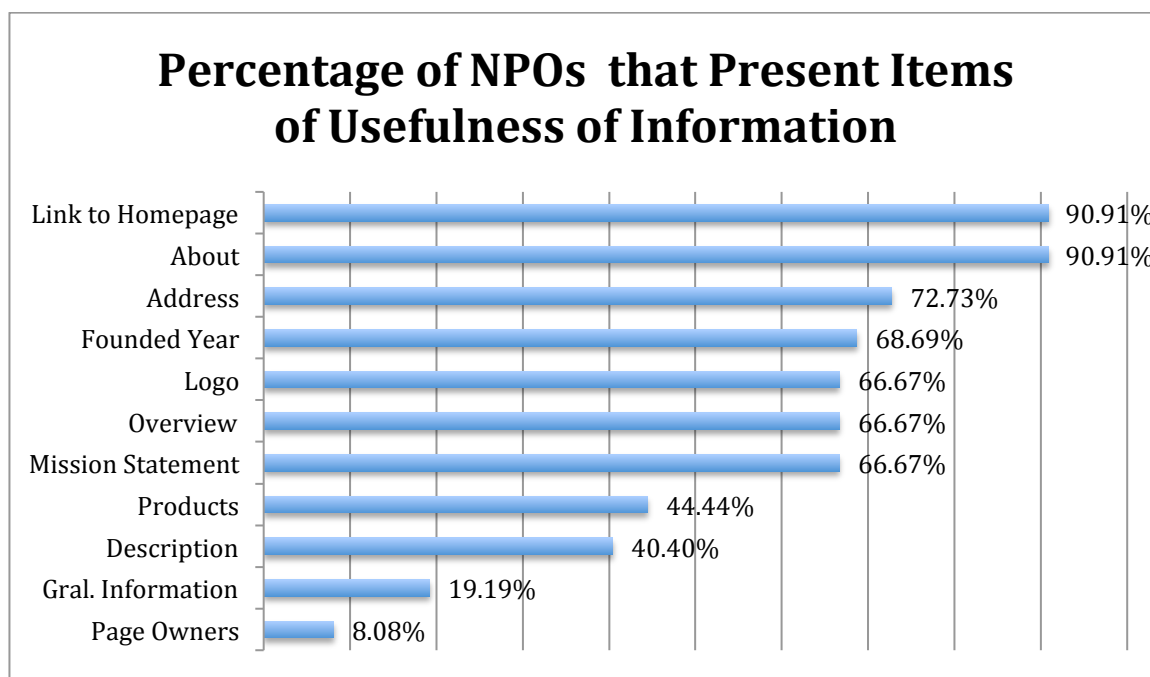


Figure 5. Percentage of NPOs that Presents Items of Usefulness of Information: This figure illustrates the percentage of NPOs that presented any of the characteristics presented in Usefulness of Information.

Elements within the posts. The least common characteristic from this variable was Link to media room, 0.22% (N=3) of the posts, had links to media room. On the other hand, by far the most popular were photos. During the sampling period, 9.2% (N=128) of the posts had photo albums, with a total of 8928 photos in them, which makes an average of 69.75 photos per album. Only 26.26% (N=26) of all the NPOs posted photo albums, which means that 73.73% (N=73) of the NPOs did not post any albums on their pages. On the other hand, a single association posted 28.91% (N=37) of the albums containing 65.5% (N=5848) of the photos, which is a mean of 158.1 photos per album. Photos were also posted directly on the Timeline, in total 226 photos were posted directly on the timeline. 6.19% (N=14) of all them were posted without any comment, on contrast, 93.8% (N=212) of them had some kind of comment. 51.51% (N=51) of the associations didn't post any photo or album during the sampling period.

In total 9.35% (N=130) of the posts had press releases. Most of them were present in the form of links; only 39.23% (N=51) of the press releases were given directly on Facebook,

against 60.77% (N=79) were posted as links.

5.32% (N=74) of the posts had Speech, essays, paper or presentations, 69.69% (N=69) of the NPOs never posted anything related to this characteristic. On the other hand, one NPO had the most posts considered as Speech, essay, paper or presentation; it represented 13.51% (N=10) of the posts of this characteristic.

7.26% (N=101) of the total posts had Audiovisual content, ranging from none, for 67.68% (N=67) of the pages, to 18 for one page.

In 13.23% (N=184) of the posts analyzed, there was a link to the official website. 53.53% (N=53) of the NPOs never posted a link to their website, on the other hand, the association with the most post containing link to its website had 19 posts.

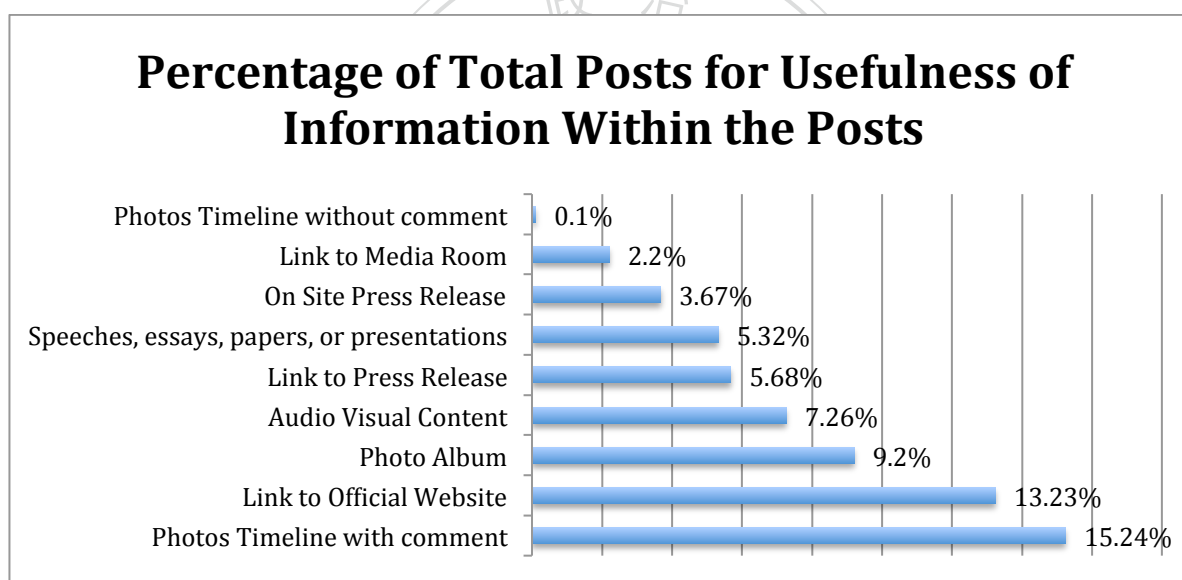


Figure 6. Percentage of Total Posts for Usefulness of Information Within the Posts: This figure illustrates the percentage of the total amount of posts (1391) that had characteristics of Important Useful information.

Conservation of visitors. 6.33% (N=88) of all posts had links to organizations' own social networking site. Out of the total 85.23% (N=75) of the links were to the NPOs own blog, the other 14.77% (N=13) were to other SNS that weren't on the list of SNS operationalized.

Only 18.12% (N=252) of the posts had important information. 37.37% (N=37) of the NPOs never posted anything important, on the other hand 10.31% (N=26) of all the posts

containing important information were posted by one single association.

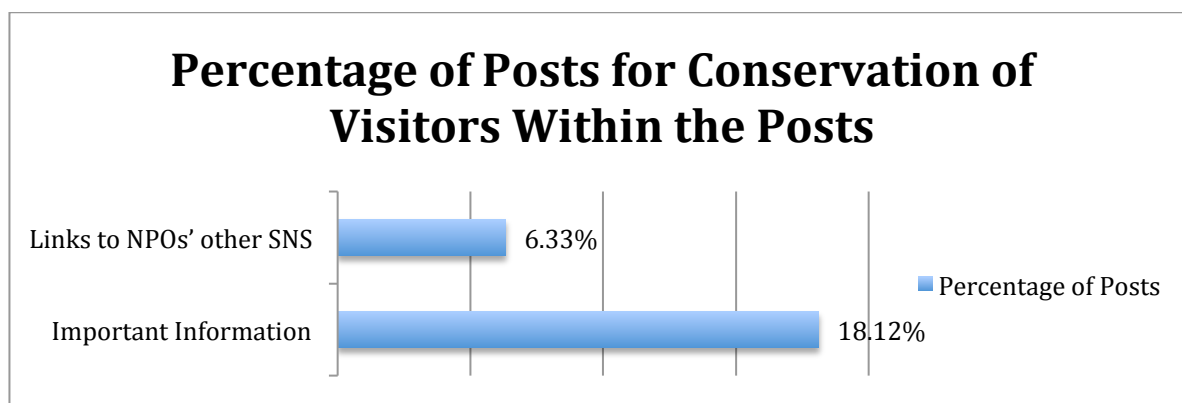


Figure 7. Percentage of Posts for Conservation of Visitors Within the Posts: This figure illustrates the percentage of posts containing characteristics from Conservation of Visitors.

Generation of return visits. 0.43% (N=6) of the posts explicitly invited users to return. In total, 68.69% (N=68) of the NPOs posted links to other webpages, in 29.4% (N=409) of the posts this characteristic was found. The organization with the most links to other webpages represented 13.69% (N=56) of all the posts with this variable.

Out of all the links to other pages, 56.23% (N=230) were links to a piece of news, which means that more than half of all the links to other pages were in fact links were to a piece of news. 41.41% (N=41) of the organizations did not post any links to a piece of news. The two NPOs with the most amounts of pieces of news had 18 each, which means that those two NPOs posted 15.66% (N=36) of all the links to a piece of news.

2.88% (N=40) of all posts, done during the sampling period, presented new events. 82.82% (N=82) of the pages did not created any events; on the other hand the NPO that created the most events counted for 22.5% (N=9) of all new events.

In total there were 1.01% (N=14) of the posts allowing users to download information. 91.91% (N=91) of the pages never had this feature presented; on the other hand, the NPO with the most links to downloadable information counted for 35.71% (N=5) of all the posts where users could download information.

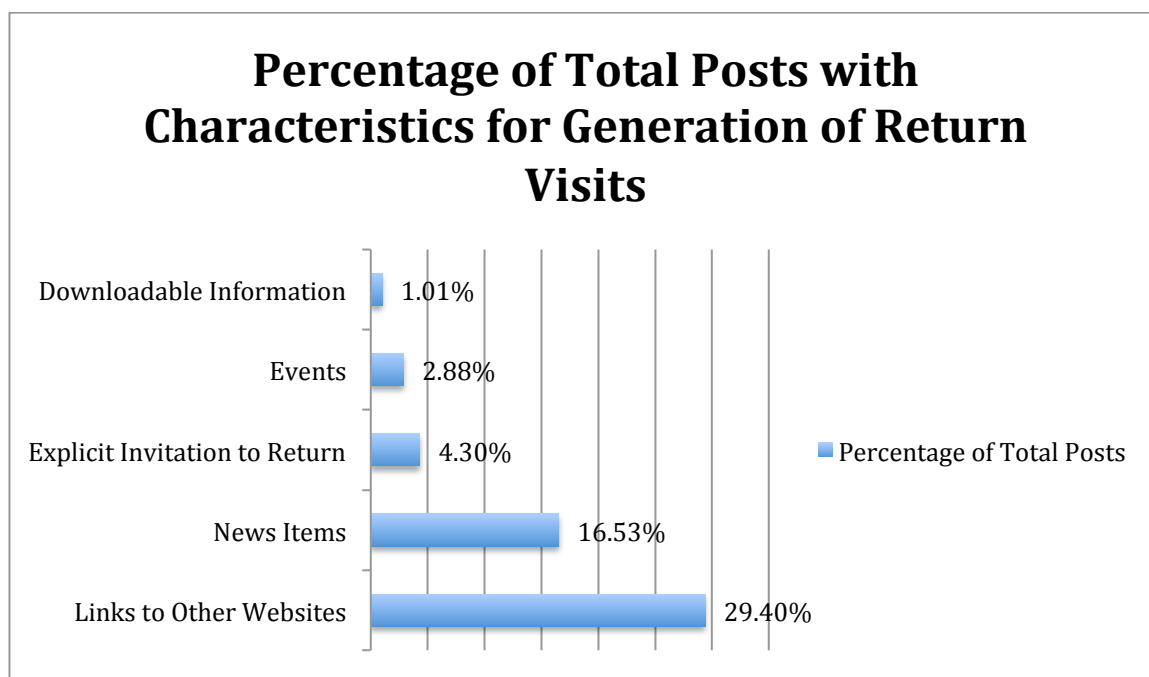


Figure 8. Percentage of Total Posts with Characteristics for Generation of Return Visits: This figure illustrates the percentage of posts that contain characteristics for Generation of Return Visits.

The Little Effect of the NPOs Categories Over the Application of the Five Dialogic Principles on Facebook

Ease of interface. The first element presented on ease of Interface is the number of Applications. They allow people to quickly navigate the page, jump to pictures, videos, events, etc. These applications are located on the top right corner of any Facebook page, right bellow the cover photo. The maximum applications presented by any NPO were 11 and the minimum was 0. To this were added 1) easy of donations, 2) link to donations, and 3) custom URL, therefore, the total for easy of interface can go from “0” for none of the applications nor other three categories were present to 14 for all the applications and all the other three categories were present. The mean between NPO category and ease of interface was calculated.

There were no statistically significant differences between group means as determined by one-way ANOVA ($p = .298$)

Dialogic Loop. Dialogic loop was divided between Elements within the page on the

Facebook page and the posts done during the sampling period.

Elements within the page. The Elements within the page are those who are part of the Facebook profile, they're located in the about section and are set at the moment of creating a Facebook page. In this section individual posts are not taken under consideration.

There were no statistically significant differences between group means as determined by one-way ANOVA ($p = .279$)

Elements within the posts. There were no statistically significant differences between group means as determined by one-way ANOVA for any of the elements presented in this variable (Table 1).

Usefulness of information. Usefulness of information was divided between Elements within the page on the Facebook page and the posts done during the sampling period.

Elements within the page. The Elements within the page were combined, therefore, the results go from 0 for no element present to 11 for all the elements presents.

The different categories seem to use "usefulness of information" much more similar than the other variables. For the first time, there was a statistically significant difference between groups as determined by one-way ANOVA ($p = .002$). Category Academic and culture has the lowest amount of useful information, on the other hand, category Agriculture And Environmental Protection has the highest amount of useful information with almost the double than the worst category. The gap difference is small between NPOs, Economic Industry and Commerce, and Energy and Technology have a mean of 5.5 and 5.66 respectively. Categories Social Welfare and Public Policy have a mean of 6.5 and 6.7. Categories Humanitarian Philanthropy and Health have both 7 and finally, categories Others, and Sports And Leisure have a mean of 7.5 (Figure 9).

Table 1
Means of Dialogic Loop compare to the independent variable "NPO's category"

	Humanitarian Philanthropy	Public Policy	Other	Academic and Culture	Social Welfare	Agriculture and Environmental Protection	Energy and Technology	Economic, Industry and Commerce	Health	Sports and Leisure
Surveys	0	0.2	0	0.06	0.1	0	0	0	0.29	0.5
Posts by the Organization	9.25	18.9	2.5	15.33	14.5	18	3.67	3.5	14.43	11
Users like organizations posts	161.5	185.2	8	423.94	1234.3	1265.43	21.33	39.5	159.43	66.5
User Comments	9.5	11.3	3.5	20.33	49	80.14	0.67	2	6.57	7
Comments by the organization	3	2	0	3	5.38	6.86	0	0	2	2
Posts by users	2.5	1.3	0	4.67	2.58	18.86	0.33	0.5	2.29	1
Users Respond to User Posts	3	0	0	2.11	0.93	18.43	0	0	0	0
Organization Responds to User Posts	2.75	0.2	0	0.78	0.83	4	0	0	0.14	0.5
Organization Request for Action	1	1.5	0	0.89	1.7	1.71	0	0	1.43	1.5
Organization Request Information	0	0.1	0	0	0.05	0.14	0	0	0.29	0.5
Organization Defends its Policies	0	0.3	0	0	0.15	0.29	0	0	0.14	0
Organization Criticizes	0	1.5	0	0	0.23	0.29	0	0	0.29	0

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

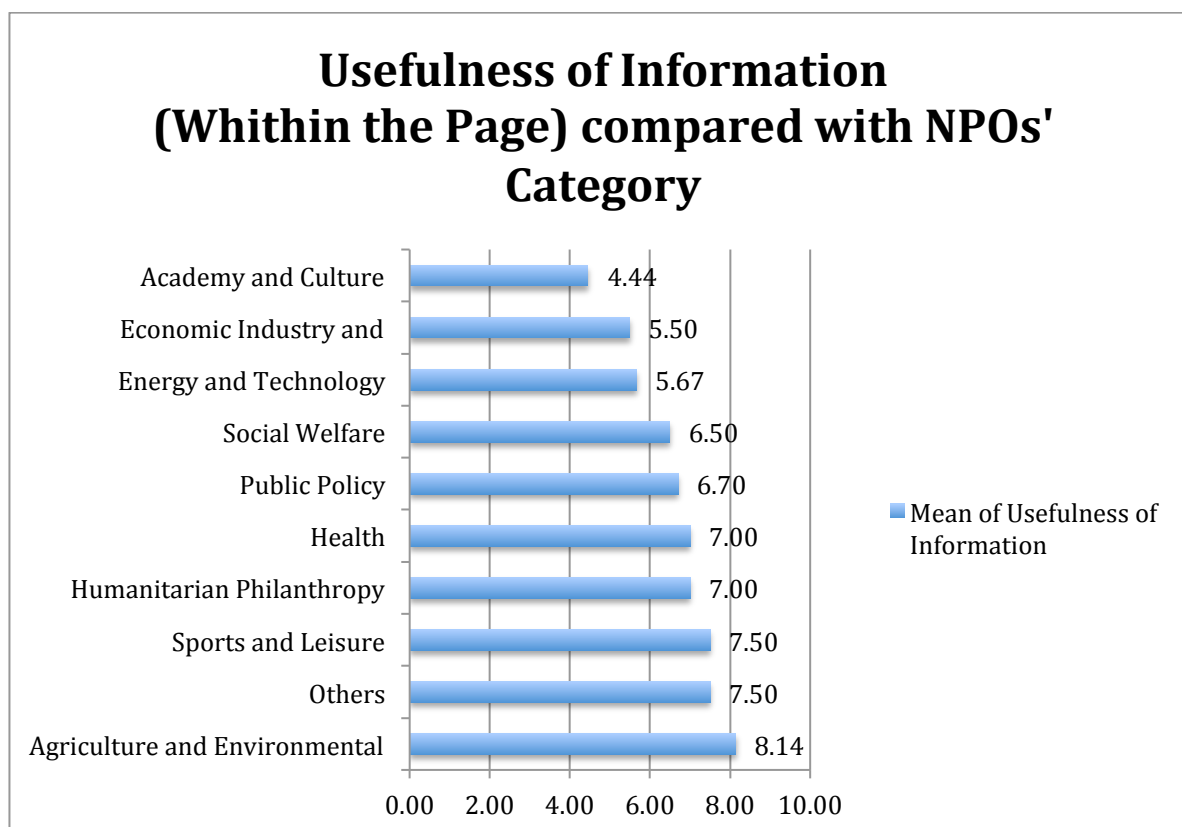


Figure 9 Usefulness of information (Elements within the page). This bar chart illustrates the amount of useful information provided by the NPO on the Elements within the page of the Facebook page.

Posts. Only the item Link to press release ($p = .006$) presented statistical significant differences between group means as determined by one-way ANOVA (Table 2).

Categories Energy and Technology, Economic Industry and Commerce, Sports and Leisure, and Others didn't post any links to press release, on the other hand, Public Policy has a mean of 2.4, which is the highest mean of all the categories. The Category Health has the second highest mean (2.29). The other four categories have all a mean that ranges from 0.11 to 0.83.

Conservation of visitors. There were no statistically significant differences between group means as determined by one-way ANOVA for any of the elements presented in this variable (Table 3).

Generation of return visits. A comparison of means of the five items present in this variable was run on SPSS. Then an average was calculated between the results. As shown in Table 4, only on the feature "News Items" there was a statistically significant difference

between groups as determined by ANOVA ($p = .041$).

The categories Economic Industry and Commerce, and Other didn't post any News during the sampling period. These two categories also didn't have any links to press release, which means that they don't share any news with their fans. On the other hand, the category that present the greatest mean is Public Policy, which has a mean of 5.9

The other categories are located in a range of means from 0.5 to 3.57. In ascendant order are Humanitarian Philanthropy (0.5), Energy and Technology (0.67), Sports and Leisure (1), Academic and Culture (1.5), Social Welfare (2.25), Health (3), and Agriculture and Environmental Protection got 3.5.



Table 2

Means of Usefulness of information within the posts compare to the independent variable "NPO's category"

	Humanitarian Philanthropy	Public Policy	Other	Academic and Culture	Social Welfare	Agriculture and Environmental Protection	Energy and Technology	Economic, Industry and Commerce	Health	Sports and Leisure
On Site Press Release	0.75	0.2	0	0.17	0.33	1.86	0.33	0.5	1	0
Link to Press Release	0.13	2.4*	0	0.11*	0.83	0.43	0	0	2.29	0
Link to Media Room	0	0.1	0	0	0.05	0	0	0	0	0
Speeches, essays, papers, or presentations	0.38	1.5	0	0.94	0.55	1	0	2	0.86	0.5
Audio Visual Content	0.25	1.9	0	0.83	1.13	1.43	0.33	0.5	1	0.5
Photos on the Timeline without comment	0.13	0.5	0	0	0.18	0.14	0	0	0	0
Photos on the Timeline with comment	0.88	1.6	0	2.67	2.7	2	0.33	0.5	2.14	1
Photo Album	1.13	0.5	0.5	0.67	2.13	1.71	0.33	0	0.29	0.5
Link to official website	1.75	3.8	0	1.67	1.3	1.29	0	0	5.43	1.5

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Table 3

Means of Conservation of Visitors within the posts compare to the independent variable "NPO's category"

	Humanitarian Philanthropy	Public Policy	Other	Academic and Culture	Social Welfare	Agriculture and Environmental Protection	Energy and Technology	Economic, Industry and Commerce	Health	Sports and Leisure
Important Useful Information	2.63		2	4.06	2.4	2.43	1	0	2.71	1.5
Link to Organization SNS	0.25	0.3	0	1.11	1.38	0.29	1	0	0.43	0

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Table 4

Means of Generation of Return Visits within the posts compare to the independent variable "NPO's category"

	Humanitarian Philanthropy	Public Policy	Other	Academic and Culture	Social Welfare	Agriculture and Environmental Protection	Energy and Technology	Economic, Industry and Commerce	Health	Sports and Leisure
Explicit Invitation to Return	0.13	0.2	0	0	0.05	0	0	0	0	0.5
Links to Other Websites	1.75	7.6	0	5.78	3.85	5	0.67	0.5	2.71	2
New Events	0.5	0.6	0	1.17	0.15	0.14	0	0	0	1
Downloadable Information	0	0.8	0	0.17	0.05	0.14	0	0	0	0
News Items	0.5	5.9	0	1.5	2.25	3.57	0.67	0	3	1

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

After running a Bonferroni Post Hoc in ANOVA to compare the characteristic "News Items" with "NPOs category", none of the categories were statistical significant. The statistical significance was close to be significant between 2 couple of categories. Humanitarian Philanthropy and Public Policy ($p = .053$) and Public Policy and Academic and Culture ($p = .065$). This could be because there are too many different categories of NPOs, therefore, even though we get a statistical significance of $p = .041$ between groups, we don't get any statistical significance between two groups of categories. Another reason could be that, as explain on the answer of question one, the representation for each category of NPO is not balanced, some are over represented and some are under represented, therefore as a whole is significant but not between any two groups.

Receiving Government aid has no Influence on the Communications Abilities of NPOs on Facebook

To respond to this question, only the 45 NPOs who answered to the questionnaire sent to them over Facebook were accounted.

Ease of interface. An independent-samples t-test was conducted to compare Ease of Interface in doesn't receive government aid and receives government aid conditions. There was not a significant difference in the scores for doesn't receive government aid ($M=5.36$, $SD=2.61$) and receives government aid ($M=4.52$, $SD=3.1$) conditions; $t(43)=.98$, $p = .331$. These results suggest that receiving government aid does not have an effect on Ease of Interface.

Dialogic loop. Dialogic loop was divided between Elements within the page on the Facebook page and the posts done during the sampling period.

Elements within the page. An independent-samples t-test was conducted to compare the elements within the page of Dialogic Loop in doesn't receive government aid and receives government aid conditions. There was not a significant difference in the scores for doesn't receive government aid ($M=3$, $SD=.926$) and receives government aid ($M=3.3$, $SD=.926$) conditions; $t(43)= -1.1$, $p = .277$. These results suggest that receiving government aid does not have an effect on the elements within the page of Dialogic Loop.

Elements within the posts. An independent-samples t-test was conducted to compare each of the elements within the posts of Dialogic Loop in doesn't receive government aid and receives government aid conditions.

Surveys: there was not a statistical significant difference in the scores for doesn't receive government aid ($M=.09$, $SD=.426$) and receives government aid ($M=.13$, $SD=.458$) conditions; $t(43)= -.3$, $p = .766$. These results suggest that receiving government aid does not have an effect on the amount of Surveys posted by an NPO.

Posts by the Organization: there was not a significant difference in the scores for doesn't receive government aid ($M=20.41$, $SD=21.59$) and receives government aid ($M=14.7$, $SD=14.83$) conditions; $t(43)= 1.04$, $p = .305$. These results suggest that receiving government aid does not have an effect the amount of Posts by the Organization.

Users Like Organization's Posts: there was not a significant difference in the scores for doesn't receive government aid ($M=687$, $SD=1302.26$) and receives government aid ($M=266.22$, $SD=474.9$) conditions; $t(26.28)= 1.43$, $p = .165$. The data did not pass the Levene's test of equality of variance. These results suggest that receiving government aid does not have an effect on the number of likes in an organization's post received by users. It is important to point out that it is impossible to have negative number of likes, Facebook does not have a dislike button or function. Therefore, the lowest value any NPO could have for this category would be zero. In fact, out of the 45 NPOs analyzed, 11.11% ($N=5$) had zero likes during the sample period (no user like any of its posts), three of them didn't receive any aid from the government. However, one organization, which didn't receive any government aid had 5368 likes for the posts done during the sample period. This could be the reason why the standard deviation is so high.

Users' Comments: there was not a significant difference in the scores for doesn't receive government aid ($M=3$, $SD=.926$) and receives government aid ($M=3.3$, $SD=.926$) conditions; $t(43)= -1.1$, $p = .277$. These results suggest that receiving government aid does not have an effect on the elements within the page of Dialogic Loop.

Organizations' Comments: there was not a significant difference in the scores for doesn't receive government aid ($M=6.23$, $SD=9.15$) and receives government aid ($M=3.87$, $SD=5.72$) conditions; $t(43)= 1.04$, $p = .30$. These results suggest that receiving government aid does not have an effect on Organizations' Comments.

Posts by Users: there was not a significant difference in the scores for doesn't receive

government aid ($M=7.91$, $SD=20.09$) and receives government aid ($M=2.96$, $SD=6.87$) conditions; $t(43)= 1.12$, $p = .27$. These results suggest that receiving government aid does not have an effect on Posts by Users.

Users' Comments on Users' Posts: there was not a significant difference in the scores for doesn't receive government aid ($M=6.09$, $SD=27.24$) and receives government aid ($M=.78$, $SD=2.71$) conditions; $t(43)= .93$, $p = .36$. These results suggest that receiving government aid does not have an effect on Users' Comments on Users' Posts.

Organization Comments on Users' Posts: there was not a significant difference in the scores for doesn't receive government aid ($M=1.55$, $SD=5.33$) and receives government aid ($M=1.13$, $SD=2.62$) conditions; $t(43)= .33$, $p = .74$. These results suggest that receiving government aid does not have an effect on Organization Comments on Users' Posts.

Organization Request for Action: there was not a significant difference in the scores for doesn't receive government aid ($M=1.59$, $SD=2.02$) and receives government aid ($M=1.39$, $SD=1.99$) conditions; $t(43)= .33$, $p = .74$. These results suggest that receiving government aid does not have an effect on Organization Request for Action.

Organization Request for Information: there was not a significant difference in the scores for doesn't receive government aid ($M=.05$, $SD=.213$) and receives government aid ($M=.13$, $SD=.458$) conditions; $t(43)= -0.79$, $p = .43$. These results suggest that receiving government aid does not have an effect on Organization Request for Information.

Organization Defends its Policies: there was not a significant difference in the scores for doesn't receive government aid ($M=.14$, $SD=.468$) and receives government aid ($M=.22$, $SD=.85$) conditions; $t(43)= -0.39$, $p = .696$. These results suggest that receiving government aid does not have an effect on Organization Defends its Policies

Organization Criticizes: there was not a significant difference in the scores for doesn't receive government aid ($M=.50$, $SD=2.133$) and receives government aid ($M=.26$, $SD=.752$)

conditions; $t(43) = .51, p = .615$. These results suggest that receiving government aid does not have an effect on Organization Criticizes.

Organization Praise or Support: there was not a significant difference in the scores for doesn't receive government aid ($M=1.91, SD=2.56$) and receives government aid ($M=1, SD=1.382$) conditions; $t(43) = 1.474, p = .148$. These results suggest that receiving government aid does not have an effect on the elements within the page of Dialogic Loop.

In Table 5, we can see a list of all the means from the elements within the page of the Dialogic Loop compared with Government aid.

Table 5

Means of Dialogic Loop within the posts done by NPOs receiving and not receiving Government aid

	No Government aid	Receives Government aid
Surveys	0.09	0.13
Posts by the Organization	20.41	14.7
Users like organization's posts	687	266.22
User Comments	37.05	17.96
Comments by the organization	6.23	3.87
Posts by users	7.91	2.96
Users Respond to User Posts	6.09	0.78
Organization Responds to User Posts	1.55	1.13
Organization Request for Action	1.59	1.39
Organization Request Information	0.05	0.13
Organization Defends its Policies	0.14	0.22
Organization Criticizes	0.5	0.26
Organization Praise or Support	1.91	1

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Usefulness of information. It was divided between Elements within the page on the Facebook page and the posts done during the sampling period.

Elements within the page. An independent-samples t-test was conducted to compare the elements within the page of the Usefulness of Information in doesn't receive government aid and receives government aid conditions. There was not a significant difference in the scores for doesn't receive government aid ($M=6.41, SD=1.79$) and receives government aid ($M=6.78, SD=1.906$) conditions; $t(43) = -0.677, p = .502$. These results suggest that receiving government aid does not have an effect on the elements within the page of the Usefulness of Information.

Elements within the posts. An independent-samples t-test was conducted to compare each of the elements within the posts of Usefulness of Information in doesn't receive government aid and receives government aid conditions.

On Site Press Release: there was not a significant difference in the scores for doesn't receive government aid ($M=0.91$, $SD=2.58$) and receives government aid ($M=.7$, $SD=1.363$) conditions; $t(43)=.349$, $p = .729$. These results suggest that receiving government aid does not have an effect on the amount of On Site Press Release.

Link to Press Release: there was not a significant difference in the scores for doesn't receive government aid ($M=1.14$, $SD=2.513$) and receives government aid ($M=.83$, $SD=1.56$) conditions; $t(43)=.5$, $p = .619$. These results suggest that receiving government aid does not have an effect on the amount of Link to Press Release.

Link to Media Room: there was not a significant difference in the scores for doesn't receive government aid ($M=0$, $SD=0$) and receives government aid ($M=0.04$, $SD=0.21$) conditions; $t(22)= -1$, $p = .328$. The data did not pass the Levene's test of equality of variance. These results suggest that receiving government aid does not have an effect on the amount of Link to Media Room.

Speeches, Essays, Papers or Presentations: there was not a significant difference in the scores for doesn't receive government aid ($M=1.41$, $SD=2.594$) and receives government aid ($M=.74$, $SD=1.484$) conditions; $t(33.105)= -1.057$, $p = .298$. These results suggest that receiving government aid does not have an effect on the amount of Speeches, Essays, Papers or Presentations.

Audiovisual Content: there was not a significant difference in the scores for doesn't receive government aid ($M=1.95$, $SD=4.146$) and receives government aid ($M=.52$, $SD=1.163$) conditions; $t(24.148)= 1.563$, $p = .131$. The data did not pass the Levene's test of equality of variance. These results suggest that receiving government aid does not have an

effect on the amount of Audiovisual Content.

Photos on the Timeline Without Comments: there was not a significant difference in the scores for doesn't receive government aid ($M=.14$, $SD=.64$) and receives government aid ($M=.3$, $SD=.926$) conditions; $t(43) = -0.705$, $p = .485$. These results suggest that receiving government aid does not have an effect on the amount of Photos on the Timeline Without Comments.

Photos on the Timeline with Comments: there was not a significant difference in the scores for doesn't receive government aid ($M=1.91$, $SD=2.543$) and receives government aid ($M=2.39$, $SD=3.313$) conditions; $t(43) = -0.546$, $p = .588$. These results suggest that receiving government aid does not have an effect on the amount of Photos on the Timeline with Comments.

Photo Albums: there was not a significant difference in the scores for doesn't receive government aid ($M=1.14$, $SD=2.532$) and receives government aid ($M=2.52$, $SD=7.873$) conditions; $t(43) = -0.787$, $p = .436$. These results suggest that receiving government aid does not have an effect on the amount of Photo Albums.

Links to Official Website: there was not a significant difference in the scores for doesn't receive government aid ($M=3$, $SD=4.68$) and receives government aid ($M=1.48$, $SD=2.998$) conditions; $t(35.499) = 1.292$, $p = .205$. These results suggest that receiving government aid does not have an effect on the amount of Links to Official Website.

In Table 6 there is the list of all the means resulted from the independent-samples t-test conducted to compare each of the elements within the posts of Usefulness of Information in doesn't receive government aid and receives government aid conditions.

Table 6

Means of Usefulness of Information within the posts done by NPOs receiving and not receiving government aid

	No Government aid	Receives Government aid
On Site Press Release	0.91	0.7
Link to Press Release	1.14	0.83
Link to Media Room	0	0.04
Speeches, essays, papers, or presentations	1.41	0.74
Audio Visual Content	1.95	0.52
Photos on the Timeline without comment	0.14	0.3
Photos on the Timeline with comment	1.91	2.39
Photo Album	1.14	2.52
Link to official website	3	1.48

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Conservation of visitors. An independent-samples t-test was conducted to compare both elements of Conservation of Visitors in doesn't receive government aid and receives government aid conditions.

Important Information: there was not a significant difference in the scores for doesn't receive government aid ($M=3.18$, $SD=5.628$) and receives government aid ($M=2.52$, $SD=2.937$) conditions; $t(43)=.496$, $p = .622$. These results suggest that receiving government aid does not have an effect on the amount of Important Information.

Links to the Association's Other SNS: there was not a significant difference in the scores for doesn't receive government aid ($M=1.05$, $SD=2.516$) and receives government aid ($M=1$, $SD=1.314$) conditions; $t(43)=.076$, $p = .939$. These results suggest that receiving government aid does not have an effect on the amount of Links to the Association's Other SNS.

In Table 7 we find the list of all the means from Conservation of Visitors compared with Government aid.

Table 7

Means of Conservation of Visitors within the posts done by NPOs receiving and not receiving government aid

	No Government aid	Receives Government aid
Important Useful Information	3.18	2.52
Link to Organization SNS	1.05	1

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Generation of return visits. An independent-samples t-test was conducted to compare each of the elements of Generation of Return Visits in doesn't receive government

aid and receives government aid conditions.

Explicit Invitations to Return: there was not a significant difference in the scores for doesn't receive government aid ($M=0.05$, $SD=0.213$) and receives government aid ($M=0$, $SD=0$) conditions; $t(21)= 1$, $p = .329$. The data did not pass the Levene's test of equality of variance. These results suggest that receiving government aid does not have an effect on the amount of Explicit Invitations to Return.

Links to Other Websites: there was not a significant difference in the scores for doesn't receive government aid ($M= 6.73$, $SD=13.01$) and receives government aid ($M= 3.65$, $SD= 3.996$) conditions; $t(43)= 1.082$, $p = .285$. These results suggest that receiving government aid does not have an effect on the amount of Links to Other Websites.

New Events: there was not a significant difference in the scores for doesn't receive government aid ($M= 1.23$, $SD=2.506$) and receives government aid ($M= 0.17$, $SD= 0.388$) conditions; $t(21.961)= 1.949$, $p = .064$. The data did not pass the Levene's test of equality of variance. These results suggest that receiving government aid does not have an effect on the amount of New Events.

Downloadable Information: there was not a significant difference in the scores for doesn't receive government aid ($M=0.45$, $SD=1.143$) and receives government aid ($M= 0.09$, $SD= 0.288$) conditions; $t(23.545)=1.464$, $p = .156$. The data did not pass the Levene's test of equality of variance. These results suggest that receiving government aid does not have an effect on the amount of Downloadable Information.

News Items: there was not a significant difference in the scores for doesn't receive government aid ($M= 3.27$, $SD=4.548$) and receives government aid ($M= 2.17$, $SD= 2.79$) conditions; $t(43)= 0.982$, $p = .332$. These results suggest that receiving government aid does not have an effect on the amount of News Items.

In Table 8 we find a list of all the means from Generation of Return Visitors

compared with Government aid.

Table 8

Means of Generation of Return Visits within the posts done by NPOs receiving and not receiving government aid

	No Government aid	Receives Government aid
Explicit Invitation to Return	0.05	0
Links to Other Websites	6.73	3.65
New Events	1.23	0.17
Downloadable Information	0.45	0.09
News Items	3.27	2.17

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Having at Least one PR Staff Working Full-time has Little Influence on the Application of the Five Dialogical Principles

To respond to this question, only the 45 NPOs who answered to the questionnaire sent to them over Facebook were accounted.

Ease of interface. An independent-samples t-test was conducted to compare Ease of Interface in there is no full-time PR staff and there is at least one full-time PR staff conditions. There was not a significant difference in the scores for there is no full-time PR staff ($M=4.48$, $SD=2.86$) and there is at least one full-time PR staff ($M=5.61$, $SD=2.831$) conditions; $t(43)=-1.303$, $p = .199$. These results suggest that having a full-time PR staff does not have an effect on Ease of Interface.

Dialogic loop. Dialogic loop was divided between Elements within the page on the Facebook page and the posts done during the sampling period.

Elements within the page. An independent-samples t-test was conducted to compare the elements within the page of Dialogic Loop in there is no full-time PR staff and there is at least one full-time PR staff conditions. There was not a significant difference in the scores for there is no full-time PR staff ($M=3.15$, $SD=1.027$) and there is at least one full-time PR staff ($M=3.17$, $SD=.786$) conditions; $t(43)=-0.065$, $p = .949$. These results suggest that having a full-time PR staff does not have an effect on the elements within the page of Dialogic Loop.

Elements within the posts. An independent-samples t-test was conducted to compare each of the elements within the posts of Dialogic Loop in there is no full-time PR staff and

there is at least full-time PR staff conditions.

Surveys: there was not a significant difference in the scores for there is no full-time PR staff ($M=.11$, $SD= .424$) and there is at least one full-time PR staff ($M= .11$, $SD= 0.471$) conditions; $t(43)= 0$, $p = 1$. These results suggest that having a full-time PR staff does not have an effect on the amount of Surveys posted by an NPO.

Posts by the Organization: there was not a significant difference in the scores for there is no full-time PR staff ($M= 14.44$, $SD= 16.505$) and there is at least one full-time PR staff ($M= 22.06$, $SD= 20.701$) conditions; $t(43)=-1.368$, $p = .178$. These results suggest that having a full-time PR staff does not have an effect the amount of Posts by the Organization.

Users Like Organization's Posts: there was not a significant difference in the scores for there is no full-time PR staff ($M= 248.33$, $SD= 566.621$) and there is at least one full-time PR staff ($M= 807.33$, $SD= 1346.97$) conditions; $t(21.056)= -1.665$, $p = .111$. The data did not pass the Levene's test of equality of variance. These results suggest that having a full-time PR staff does not have an effect on the number of likes in an organization's post received by users. It is important to point out that it is impossible to have negative number of likes, Facebook does not have a dislike button or function. Therefore, the lowest value any NPO could have for this category would be zero. In fact, out of the 45 NPOs analyzed, 11.11% ($N=5$) had zero likes during the sample period (no user like any of its posts), only two of them had at least one full-time PR staff. However, one organization, which does have at least one full-time PR staff, had 5368 likes for the posts done during the sample period. This could be the reason why the standard deviation is so high.

Users' Comments: there was not a significant difference in the scores for there is no full-time PR staff ($M= 14.33$, $SD= 27.274$) and there is at least one full-time PR staff ($M= 46.72$, $SD= 83.653$) conditions; $t(19.431)= -1.587$, $p = .129$. These results suggest that having a full-time PR staff does not have an effect on the elements within the page of Dialogic Loop.

Organizations' Comments: there was not a significant difference in the scores for there is no full-time PR staff ($M= 3.37, SD= 6.264$) and there is at least one full-time PR staff ($M= 7.5, SD= 8.873$) conditions; $t(28.143)=-1.711, p = .098$. The data did not pass the Levene's test of equality of variance. These results suggest that having a full-time PR staff does not have an effect on Organizations' Comments.

Posts by Users: there was not a significant difference in the scores for there is no PR staff ($M=1.63, SD=2.169$) and there is at least one PR staff ($M= 11, SD= 22.643$) conditions; $t(17.208)=-1.75, p = .098$. These results suggest that having a full-time PR staff does not have an effect on Posts by Users.

Users' Comments on Users' Posts: there was not a significant difference in the scores for there is no PR staff ($M=0.19, SD=0.483$) and there is at least one PR staff ($M=8.17, SD=30.065$) conditions; $t(17.006)=-1.126, p = .276$. These results suggest that having a full-time PR staff does not have an effect on Users' Comments on Users' Posts.

Organization Comments on Users' Posts: there was not a significant difference in the scores for there is no full-time PR staff ($M=0.48, SD=1.014$) and there is at least one full-time PR staff ($M=2.61, SD=6.289$) conditions; $t(17.591)=-1.424, p = .172$. These results suggest that having a full-time PR staff does not have an effect on Organization Comments on Users' Posts.

Organization Request for Action: there was significant difference in the scores for there is no full-time PR staff ($M=0.93, SD=1.207$) and there is at least one full-time PR staff ($M=2.33, SD=2.59$) conditions; $t(21.976)=-2.155, p = .042$. The data did not pass the Levene's test of equality of variance. These results suggest that having a full-time PR staff does have an effect on Organization Request for Action. Organizations who possess a full-time working PR staff Request for Actions from their fans more than twice than those that don't possess one.

Organization Request for Information: there was not a significant difference in the scores for there is no full-time PR staff ($M=.04$, $SD=.192$) and there is at least one full-time PR staff ($M=.17$, $SD=.514$) conditions; $t(20.204)=-1.022$, $p = .319$. The data did not pass the Levene's test of equality of variance. These results suggest that having a full-time PR staff does not have an effect on Organization Request for Information.

Organization Defends its Policies: there was not a significant difference in the scores for there is no full-time PR staff ($M=.19$, $SD=.786$) and there is at least one full-time PR staff ($M=.17$, $SD=.514$) conditions; $t(43)=.088$, $p = .93$. These results suggest that having a full-time PR staff does not have an effect on Organization Defends its Policies.

Organization Criticizes: there was not a significant difference in the scores for there is no full-time PR staff ($M=.52$, $SD=1.988$) and there is at least one full-time PR staff ($M=.17$, $SD=.514$) conditions; $t(43)=.732$, $p = .468$. These results suggest that receiving government aid does not have an effect on Organization Criticizes.

Organization Praise or Support: there was not a significant difference in the scores for there is no full-time PR staff ($M=.96$, $SD=1.605$) and there is at least one full-time PR staff ($M=2.17$, $SD=2.55$) conditions; $t(25.982)=-1.782$, $p = .087$. The data did not pass the Levene's test of equality of variance. These results suggest that having a full-time PR staff does not have an effect on the elements within the page of Dialogic Loop.

Those NPOs who do not have any full-time PR staff have a mean of request for action of 0.93, on the other hand those who do have at least one have a mean of request for action of 2.33, that's more than the double.

In Table 9, we can find a list of all the means from the elements within the page of the Dialogic Loop compared with having at least one full-time PR staff.

Table 9

Means of Dialogic Loop within the posts done by organizations with and without PR Staff

	No PR Staff	Full Time PR Staff
Surveys	0.11	0.11
Posts by the Organization	14.44	22.06
Users like organizations post	248.33	807.33
User Comments	14.33	46.72
Comments by the organization	3.37	7.5
Posts by users	1.63	11
Users Respond to User Posts	0.19	8.17
Organization Responds to User Posts	0.48	2.61
Organization Request for Action	0.93*	2.33*
Organization Request Information	0.04	0.17
Organization Defends its Policies	0.19	0.17
Organization Criticizes	0.52	0.17
Organization Praise or Support	0.96	2.17

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Usefulness of information. It was divided between Elements within the page on the Facebook page and the posts done during the sampling period.

Elements within the page. An independent-samples t-test was conducted to compare the elements within the page of the Usefulness of Information in there is no full-time PR staff and there is at least one full-time PR staff conditions. There was not a significant difference in the scores for there is no full-time PR staff ($M=6.3$, $SD=1.977$) and there is at least one full-time PR staff ($M=7.06$, $SD=1.552$) conditions; $t(43) = -1.37$, $p = .178$. These results suggest that having a full-time PR staff does not have an effect on the elements within the page of the Usefulness of Information.

Elements within the posts. An independent-samples t-test was conducted to compare each of the elements within the posts of Usefulness of Information in there is no full-time PR staff and there is at least one full-time PR staff conditions.

On Site Press Release: there was not a significant difference in the scores for there is no full-time PR staff ($M=.44$, $SD=.698$) and there is at least one full-time PR staff ($M=1.33$, $SD=3.068$) conditions; $t(18.179) = -1.209$, $p = .242$. These results suggest that having a full-time PR staff does not have an effect on the amount of On Site Press Release.

Link to Press Release: there was not a significant difference in the scores for there is

no full-time PR staff ($M=1.11$, $SD=2.326$) and there is at least one full-time PR staff ($M=.78$, $SD=1.629$) conditions; $t(43)=.527$, $p = .601$. These results suggest that having a full-time PR staff does not have an effect on the amount of Link to Press Release.

Link to Media Room: there was not a significant difference in the scores for there is no full-time PR staff ($M=0$, $SD=0$) and there is at least one full-time PR staff ($M=0.06$, $SD=0.236$) conditions; $t(17)= -1$, $p = .331$. These results suggest that having a full-time PR staff does not have an effect on the amount of Link to Media Room.

Speeches, Essays, Papers or Presentations: there was not a significant difference in the scores for there is no full-time PR staff ($M=1.41$, $SD=2.594$) and there is at least one full-time PR staff ($M=.78$, $SD=2.006$) conditions; $t(43)= -1.132$, $p = .264$. These results suggest that having a full-time PR staff does not have an effect on the amount of Speeches, Essays, Papers or Presentations.

Audiovisual Content: there was not a significant difference in the scores for there is no full-time PR staff ($M=1.19$, $SD=3.711$) and there is at least one full-time PR staff ($M=1.28$, $SD=1.809$) conditions; $t(43)= -0.098$, $p = .922$. These results suggest that having a full-time PR staff does not have an effect on the amount of Audiovisual Content.

Photos on the Timeline Without Comments: there was not a significant difference in the scores for there is no full-time PR staff ($M=.37$, $SD=1.006$) and there is at least one full-time PR staff ($M=0$, $SD=0$) conditions; $t(26)= -1.914$, $p = .067$. The data did not pass the Levene's test of equality of variance. These results suggest that having a full-time PR staff does not have an effect on the amount of Photos on the Timeline Without Comments.

Photos on the Timeline with Comments: there was not a significant difference in the scores for there is no full-time PR staff ($M=1.37$, $SD=1.984$) and there is at least one full-time PR staff ($M=3.33$, $SD=3.726$) conditions; $t(23.483)= -2.05$, $p = .052$. The data did not pass the Levene's test of equality of variance. These results suggest that having a full-time PR staff

does not have an effect on the amount of Photos on the Timeline with Comments.

Photo Albums: there was not a significant difference in the scores for there is no full-time PR staff ($M=1.96$, $SD=7.198$) and there is at least one full-time PR staff ($M=1.67$, $SD=3.181$) conditions; $t(43)=.164$, $p = .871$. These results suggest that having a full-time PR staff does not have an effect on the amount of Photo Albums.

Links to Official Website: there was not a significant difference in the scores for there is no full-time PR staff ($M=1.89$, $SD=3.846$) and there is at least one full-time PR staff ($M=2.72$, $SD=4.142$) conditions; $t(43)= -0.691$, $p = .494$. These results suggest that having a full-time PR staff does not have an effect on the amount of Links to Official Website.

In Table 10, we find a list of all the means from the elements within the page of the Usefulness of Information compared full-time PR staff. The only item close to be statistically significant is Photos on Timeline with Comments ($p=.052$). NPOs who do not have any full-time PR staff have a mean of posting photos in the Timeline with comments of 1.37, on the other hand those who do have at least one have a mean of 3.33. That's 2.43 times more than those without a full-time PR staff.

Table 10

Means of Usefulness of Information within the posts done by organizations with and without PR Staff

	No PR Staff	Full Time PR Staff
On Site Press Release	0.44	1.33
Link to Press Release	1.11	0.78
Link to Media Room	0	0.06
Speeches, essays, papers, or presentations	0.78	1.5
Audio Visual Content	1.19	1.28
Photos on the Timeline without comment	0.37	0
Photos on the Timeline with comment	1.37	3.33
Photo Album	1.96	1.67
Link to official website	1.89	2.72

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Conservation of visitors. An independent-samples t-test was conducted to compare both elements of Conservation of Visitors in there is no full-time PR staff and there is at least one full-time PR staff conditions.

Important Information: there was not a significant difference in the scores for there is

no full-time PR staff ($M=1.93$, $SD=2.464$) and there is at least one full-time PR staff ($M=4.22$, $SD=6.16$) conditions; $t(43)=-1.746$, $p = .088$. These results suggest that having a full-time PR staff does not have an effect on the amount of Important Information.

It is important to point out that it is impossible to have negative number Important Information. Therefore, the lowest value any NPO could have for this category is zero. In fact, out of the 45 NPOs analyzed, 35.55% ($N=16$) didn't post any Important Information during the sample period; only 37.5% ($N=6$) of them had at least one full-time PR staff. Moreover, one of these organizations had 26 posts providing Important Information. This could be the reason why the standard deviation is so high.

Links to the Association's Other SNS: there was not a significant difference in the scores for doesn't have any full-time PR staff ($M=.78$, $SD=1.717$) and possess at least one full-time PR staff ($M=1.39$, $SD=2.304$) conditions; $t(43)=-1.019$, $p = .314$. These results suggest that having a full-time PR staff does not have an effect on the amount of Links to the Association's Other SNS.

In Table 11 we find a list of all the means from Conservation of Visitors compared with full-time PR staff.

Table 11

Means of Conservation of Visitors within the posts done by organizations with and without PR Staff

	No PR Staff	Full Time PR Staff
Important Useful Information	1.93	4.22
Link to Organization SNS	0.78	1.39

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Generation of return visits. An independent-samples t-test was conducted to compare each of the elements of Generation of Return Visits in there is no full-time PR staff and there is at least one full-time PR staff conditions.

Explicit Invitations to Return: there was not a significant difference in the scores for there is no full-time PR staff ($M=.04$, $SD=.192$) and there is at least one full-time PR staff ($M=0$, $SD=0$) conditions; $t(43)=.813$, $p = .42$. These results suggest that having a full-time

PR staff does not have an effect on the amount of Explicit Invitations to Return.

Links to Other Websites: there was not a significant difference in the scores for there is no full-time PR staff ($M= 4.04$, $SD=6.46$) and there is at least one full-time PR staff ($M= 6.83$, $SD= 12.931$) conditions; $t(43)= -0.962$, $p = .342$. These results suggest that having a full-time PR staff does not have an effect on the amount of Links to Other Websites.

New Events: there was not a significant difference in the scores for there is no full-time PR staff ($M= .44$, $SD=1.086$) and there is at least one full-time PR staff ($M= 1.06$, $SD= 2.578$) conditions; $t(43)= -1.099$, $p = .057$. These results suggest that having a full-time PR staff does not have an effect on the amount of New Events.

Downloadable Information: there was not a significant difference in the scores for there is no full-time PR staff ($M=.26$, $SD=.984$) and there is at least one full-time PR staff ($M= .928$, $SD= .575$) conditions; $t(43)=-0.072$, $p = .943$. These results suggest that having a full-time PR staff does not have an effect on the amount of Downloadable Information.

News Items: there was not a significant difference in the scores for there is no full-time PR staff ($M= 2.81$, $SD=4.368$) and there is

at least one full-time PR staff ($M= 2.56$, $SD= 2.684$) conditions; $t(43)= .225$, $p = .823$. These results suggest that having a full-time PR staff does not have an effect on the amount of News Items.

In Table 12 we find a list of all the means from Generation of Return Visitors compared with full-time PR staff.

Table 12

Means of Generation of Return Visits within the posts done by organizations with and without PR Staff

	No PR Staff	Full Time PR Staff
Explicit Invitation to Return	0.04	0
Links to Other Websites	4.04	6.83
New Events	0.44	1.06
Downloadable Information	0.26	0.28
News Items	2.81	2.56

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Local NPOs Communicate Similarly to International NPOs Over Facebook

Ease of interface. An independent-samples t-test was conducted to compare Ease of Interface in Local NPO and International NPO conditions. There was not a significant difference in the scores for National NPO ($M=4.63$, $SD=2.575$) and International NPO ($M=5.69$, $SD=3.497$) conditions; $t(43)=-1.134$, $p = .263$. These results suggest that the nationality of the NPO does not have an effect on Ease of Interface.

Dialogic loop.

Elements within the page. An independent-samples t-test was conducted to compare the elements within the page of Dialogic Loop in Local NPO and International NPO conditions. There was not a significant difference in the scores for Local NPO ($M=3.22$, $SD=.87$) and International NPO ($M=3$, $SD=1.08$) conditions; $t(43)= .713$, $p = .48$. These results suggest that the nationality of the NPO does not have an effect on the elements within the page of Dialogic Loop.

Elements within the posts. An independent-samples t-test was conducted to compare each of the elements within the posts of Dialogic Loop in Local NPO and International NPO conditions.

Surveys: there was not a significant difference in the scores for Local NPO ($M=.09$, $SD= .39$) and International NPO ($M= .15$, $SD= .555$) conditions; $t(43)= -0.413$, $p = .682$. These results suggest that the nationality of the NPO does not have an effect on the amount of Surveys posted by an NPO.

Posts by the Organization: there was not a significant difference in the scores for Local NPO ($M= 17.56$, $SD= 17.796$) and International NPO ($M= 17.31$, $SD= 20.766$) conditions; $t(43)=.041$, $p = .967$. These results suggest that the nationality of the NPO does not have an effect the amount of Posts by the Organization.

Users Like Organization's Posts: there was not a significant difference in the scores

for Local NPO ($M= 508.25$, $SD= 1106.452$) and International NPO ($M= 382.54$, $SD= 610.23$) conditions; $t(43)= .385$, $p = .702$. These results suggest that the nationality of the NPO does not have an effect on the number of likes in an organization's post received by users.

Users' Comments: there was not a significant difference in the scores for Local NPO ($M= 31.38$, $SD= 66.507$) and International NPO ($M= 17.23$, $SD= 29.811$) conditions; $t(43)= .734$, $p = .467$. These results suggest that the nationality of the NPO does not have an effect on the elements within the page of Dialogic Loop.

Organizations' Comments: there was not a significant difference in the scores for Local NPO ($M= 5.22$, $SD= 7.971$) and International NPO ($M= 4.54$, $SD= 6.887$) conditions; $t(43)= .269$, $p = .789$. These results suggest that the nationality of the NPO does not have an effect on Organizations' Comments.

Posts by Users: there was not a significant difference in the scores for Local NPO ($M=6.25$, $SD=16.777$) International NPO ($M= 3.23$, $SD= 9.02$) conditions; $t(43)= .611$, $p = .544$. These results suggest that the nationality of the NPO does not have an effect on Posts by Users.

Users' Comments on Users' Posts: there was not a significant difference in the scores for Local NPO ($M=4.31$, $SD=22.582$) and International NPO ($M=1.08$, $SD=3.593$) conditions; $t(43)= .511$, $p = .612$. These results suggest that the nationality of the NPO does not have an effect on Users' Comments on Users' Posts.

Organization Comments on Users' Posts: there was not a significant difference in the scores for Local NPO ($M=1.44$, $SD=4.45$) and International NPO ($M=1.08$, $SD=3.328$) conditions; $t(43)= .263$, $p = .794$. These results suggest that the nationality of the NPO does not have an effect on Organization Comments on Users' Posts.

Organization Request for Action: there was not a significant difference in the scores for Local NPO ($M=1.59$, $SD=2.123$) and International NPO ($M=1.23$, $SD=1.641$) conditions;

$t(43) = .552, p = .584$. These results suggest that the nationality of the NPO does not have an effect on Organization Request for Action.

Organization Request for Information: there was not a significant difference in the scores for Local NPO ($M = .13, SD = .421$) and International NPO ($M = 0, SD = 0$) conditions; $t(31) = 1.679, p = .103$. These results suggest that the nationality of the NPO does not have an effect on Organization Request for Information.

Organization Defends its Policies: there was not a significant difference in the scores for Local NPO ($M = .25, SD = .803$) and International NPO ($M = 0, SD = 0$) conditions; $t(31) = 1.761, p = .088$. These results suggest that the nationality of the NPO does not have an effect on Organization Defends its Policies.

Organization Criticizes: there was not a significant difference in the scores for Local NPO ($M = .05, SD = 1.849$) and International NPO ($M = .08, SD = .277$) conditions; $t(43) = .816, p = .419$. These results suggest that the nationality of the NPO does not have an effect on Organization Criticizes.

Organization Praise or Support: there was not a significant difference in the scores for Local NPO ($M = 1.47, SD = 2.048$) and International NPO ($M = 1.38, SD = 2.293$) conditions; $t(43) = .121, p = .904$. These results suggest that the nationality of the NPO does not have an effect on the elements within the page of Dialogic Loop.

In Table 13 we find the list of all the means from the characteristics within the posts for Dialogic Loop compared with the Nationality of the NPO.

Usefulness of information.

Elements within the page. An independent-samples t-test was conducted to compare the elements within the page of the Usefulness of Information in Local NPO and International NPO conditions. As shown on Table 13, there was not a significant difference in the scores for Local NPO ($M = 6.63, SD = 1.947$) and International NPO ($M = 6.54,$

$SD=1.613$) conditions; $t(43)=.141, p=.888$. These results suggest that the nationality of the NPO does not have an effect on the elements within the page of the Usefulness of Information.

Table 13

Means of Dialogic Loop within the posts done by national and international NPOs

	Local	International
Surveys	0.09	0.15
Posts by the Organization	17.56	17.31
Users like organizations post	508.25	382.54
User Comments	31.38	17.23
Comments by the organization	5.22	4.54
Posts by users	6.25	3.23
Users Respond to User Posts	4.31	1.08
Organization Responds to User Posts	1.44	1.08
Organization Request for Action	1.59	1.23
Organization Request Information	0.13	0
Organization Defends its Policies	0.25	0
Organization Criticizes	0.5	0.08
Organization Praise or Support	1.47	1.38

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Elements within the posts. An independent-samples t-test was conducted to compare each of the elements within the posts of Usefulness of Information in Local NPO and International NPO conditions.

On Site Press Release: there was not a significant difference in the scores for Local NPO ($M=.84, SD=2.343$) and International NPO ($M=.69, SD=.947$) conditions; $t(43)=.224, p=.823$. These results suggest that the nationality of the NPO does not have an effect on the amount of On Site Press Release.

Link to Press Release: there was not a significant difference in the scores for Local NPO ($M=.69, SD=1.595$) and International NPO ($M=1.69, SD=2.869$) conditions; $t(15.111)=-1.19, p=.252$. These results suggest that the nationality of the NPO does not have an effect on the amount of Link to Press Release.

Link to Media Room: there was not a significant difference in the scores for Local NPO ($M=0, SD=0$) and International ($M=.08, SD=.277$) conditions; $t(12)=-1, p=.337$. These results suggest that the nationality of the NPO does not have an effect on the amount of Link

to Media Room.

Speeches, Essays, Papers or Presentations: there was not a significant difference in the scores for Local NPO ($M=.88$, $SD=1.68$) and International NPO ($M=1.54$, $SD=2.933$) conditions; $t(15.307) = -.766$, $p = .455$. These results suggest that the nationality of the NPO does not have an effect on the amount of Speeches, Essays, Papers or Presentations.

Audiovisual Content: there was not a significant difference in the scores for Local NPO ($M=.84$, $SD=1.78$) and International NPO ($M=2.15$, $SD=4.997$) conditions; $t(13.255) = -0.922$, $p = .373$. These results suggest that the nationality of the NPO does not have an effect on the amount of Audiovisual Content.

Photos on the Timeline Without Comments: there was not a significant difference in the scores for Local NPO ($M=.22$, $SD=.792$) and International NPO ($M=.23$, $SD=.832$) conditions; $t(43) = -0.045$, $p = .964$. These results suggest that the nationality of the NPO does not have an effect on the amount of Photos on the Timeline Without Comments.

Photos on the Timeline with Comments: there was not a significant difference in the scores for Local NPO ($M=2.22$, $SD=3.087$) and International NPO ($M=2$, $SD=2.646$) conditions; $t(43) = .224$, $p = .842$. These results suggest that the nationality of the NPO does not have an effect on the amount of Photos on the Timeline with Comments.

Photo Albums: there was not a significant difference in the scores for Local NPO ($M=2.25$, $SD=6.82$) and International NPO ($M=.85$, $SD=2.23$) conditions; $t(43) = .722$, $p = .474$. These results suggest that the nationality of the NPO does not have an effect on the amount of Photo Albums.

Links to Official Website: there was not a significant difference in the scores for Local NPO ($M=2.25$, $SD=4.22$) and International NPO ($M=2.15$, $SD=3.313$) conditions; $t(43) = .073$, $p = .942$. These results suggest that the nationality of the NPO does not have an effect on the amount of Links to Official Website.

In Table 14, we find the list with all the means from the characteristics within the posts of Usefulness of Information compared with Nationality.

Table 14

Means of Usefulness of Information within the posts done by national and international NPOs

	Local	International
On Site Press Release	0.84	0.69
Link to Press Release	0.69	1.69
Link to Media Room	0	0.08
Speeches, essays, papers, or presentations	0.87	1.54
Audio Visual Content	0.84	2.15
Photos on the Timeline without comment	0.22	0.23
Photos on the Timeline with comment	2.22	2
Photo Album	2.25	0.85
Link to official website	2.25	2.15

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Conservation of visitors. An independent-samples t-test was conducted to compare both elements of Conservation of Visitors in Local NPO and International NPO conditions.

Important Information: there was not a significant difference in the scores for Local NPO ($M=2.81$, $SD=4.875$) and International NPO ($M=2.92$, $SD=3.201$) conditions; $t(43) = -0.075$, $p = .94$. These results suggest that the nationality of the NPO does not have an effect on the amount of Important Information.

Links to the Association's Other SNS: there was not a significant difference in the scores for Local NPO ($M=1.22$, $SD=2.151$) and International NPO ($M=.54$, $SD=1.391$) conditions; $t(43) = 1.051$, $p = .299$. These results suggest that the nationality of the NPO does not have an effect on the amount of Links to the Association's Other SNS.

Generation of return visits. An independent-samples t-test was conducted to compare each of the elements of Generation of Return Visits in Local NPO and International NPO conditions.

Explicit Invitations to Return: there was not a significant difference in the scores for Local NPO ($M=0$, $SD=0$) and International NPO ($M=.08$, $SD=.277$) conditions; $t(12) = -1$, $p = .337$. These results suggest that the nationality of the NPO does not have an effect on the amount of Explicit Invitations to Return.

Links to Other Websites: there was not a significant difference in the scores for Local NPO ($M=5.06$, $SD=9.987$) and International NPO ($M= 5.38$, $SD= 8.752$) conditions; $t(43)= -0.101$, $p = .92$. These results suggest that the nationality of the NPO does not have an effect on the amount of Links to Other Websites.

New Events: there was not a significant difference in the scores for Local NPO ($M=.63$, $SD=1.996$) and International NPO ($M= .85$, $SD= 1.405$) conditions; $t(43)= -0.363$, $p = .718$. These results suggest that the nationality of the NPO does not have an effect on the amount of New Events.

Downloadable Information: there was not a significant difference in the scores for Local NPO ($M=.16$, $SD=.448$) and International NPO ($M= .54$, $SD= 1.391$) conditions; $t(13.023)=-0.97$, $p = .35$. These results suggest that the nationality of the NPO does not have an effect on the amount of Downloadable Information.

News Items: there was not a significant difference in the scores for Local NPO ($M=2.69$, $SD=3.277$) and International NPO ($M= 2.77$, $SD= 4.885$) conditions; $t(43)= -0.065$, $p = .948$. These results suggest that the nationality of the NPO does not have an effect on the amount of News Items.

In Table 15, we find the list of all the means for the characteristics of Generation of Return visits compare with Nationality.

Table 15

Means of Generation of Return Visits within the posts done by national and international NPOs

	Local	International
Explicit Invitation to Return	0	0.08
Links to Other Websites	5.06	5.38
New Events	0.63	0.85
Downloadable Information	0.16	0.54
News Items	2.69	2.77

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

The Correlation Between Properly Communicating on Facebook and the Amount of Fans: What Elements Attract More Users?

Ease of interface. A Pearson product-moment correlation coefficient was computed

to assess the relationship between the amount of fans and Ease of interface. There was a strong correlation between the two variables ($r = .305, n = 99, p = .002$) (Table 16)

Table 16

Correlation between Ease of Interface and Number of Fans

	Likes	Ease of Interface
Likes	_____	.305**
Ease of Interface	.305**	_____

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Dialogic loop.

Elements within the page. A Pearson product-moment correlation coefficient was computed to assess the relationship between the amount of fans and the elements within the page of the Dialogic Loop. There was no correlation between the two variables ($r = .048, n = 99, p = .64$). As we see in Table 17, there was no correlation between the elements within the page of the Dialogic Loop and the amount of fans. The way an NPO applies the elements within the page from the Dialogic Loop variable has no impact on the number of fans.

Table 17

Correlation between the elements within the page of the Dialogic Loop and Number of Fans

	Likes	Dialogic Loop
Likes	_____	0.048
Dialogic Loop	0.048	_____

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Elements within the posts. A Pearson product-moment correlation coefficient was computed to assess the relationship between the amount of fans and each of the elements within the posts of the Dialogic Loop.

There was no correlation between the Surveys and Number of fans ($r = -0.032, n = 99, p = .754$).

There was a strong correlation between the Posts by the Organization and Number of fans ($r = .354, n = 99, p = 0$). As shown in Table 18, the amount of posts done by an NPO is correlated to the number of fans, which means that an NPO posting more often should attract more fans to its page.

As shown on Table 18, there was a strong correlation between Users Like Organization's Posts and Number of fans ($r = .740, n = 99, p = 0$). Overall, pages that have more fans received more likes per post.

There was a strong correlation, as shown in Table 18, between Users Comment on Organization's Posts and Number of fans ($r = .546, n = 99, p = 0$). Overall, pages that have higher amount of fans receive more comments from users per post.

There was a strong correlation, as shown on Table 18, between Organization Comments on Users' Comments and Number of fans ($r = .669, n = 99, p = 0$). Overall, NPOs that have higher amount of fans are more reactive to their fans and make comments or respond more often to the comments made by fans on the NPOs' posts.

There was no correlation between Users' Posts and Number of fans ($r = .143, n = 99, p = .157$). This means that having more fans doesn't necessarily correlate with the amount of posts done by fans.

There was no correlation between Users' Comments on Users' Posts and Number of fans ($r = .004, n = 99, p = .967$). Overall, having more fans liking a page does not correlate to the amount of interaction those fans will have.

There was no correlation between Users' Comments on Users' Posts and Number of fans ($r = .004, n = 99, p = .967$). Overall, having more fans liking a page does not correlate to the amount of interaction those fans will have among them.

There was no correlation between Organization Comments on Users' Posts and Number of fans ($r = -0.014, n = 99, p = .89$). Overall, the number of fans does not correlate to the amount of comments done by the NPO on posts done by its fans.

There was no correlation between Organization Requests for Action and Number of fans ($r = .192, n = 99, p = .057$). The number of times that an NPO requests for action is not correlated to its number of fans.

There was no correlation between Organization Requests for Information and Number of fans ($r = -0.028, n = 99, p = .783$). The number of times that an NPO requests for information is not correlated to its number of fans.

There was no correlation between Organization Defends its Policies and Number of fans ($r = .088, n = 99, p = .936$). The number of times that an NPO defends its policies on Facebook is not correlated to its number of fans.

There was no correlation between Organization Criticizes and Number of fans ($r = -0.44, n = 99, p = .669$). The amount of times that an NPO criticizes over Facebook is not correlated to its number of fans.

There was strong correlation between Organization Praise or Support and Number of fans ($r = .558, n = 99, p = 0$). As shown in Table 18, the number of times a NPO praises or support other entity or a fan, is strongly correlated to its amount of fans. This would mean that praising or supporting other institutions or people could influence more people to like a page.

Table 18

	Posts by the Organization	Users like organizations post	User Comments	Comments by the organization	Organization Praise or Support
Likes	.354**	.514**	.440**	.505**	.558**

Usefulness of information.

Elements within the page. A Pearson product-moment correlation coefficient was computed to assess the relationship between the amount of fans and the elements within the page of the Usefulness of Information. There was no correlation between the two variables ($r = .097, n = 99, p = .338$). Overall, there was no correlation between the elements within the page of the Usefulness of Information and the amount of fans.

Elements within the posts. A Pearson product-moment correlation coefficient was computed to assess the relationship between the amount of fans and each of the elements

within the posts of Usefulness of Information.

There was no correlation between On Site Press Release and Number of fans ($r = .017$, $n = 99$, $p = .871$)

There was no correlation between Links to Press Release and Number of fans ($r = .011$, $n = 99$, $p = .916$).

There was no correlation between Link to Media Room and Number of fans ($r = -0.002$, $n = 99$, $p = .983$). Overall, pages that have more fans received more likes per post.

There was no correlation between Speeches, Essays, Papers or Presentations and Number of fans ($r = .086$, $n = 99$, $p = .397$).

There was no correlation between Audiovisual Content and Number of fans ($r = .137$, $n = 99$, $p = .177$).

There was no correlation between Photos on the Timeline Without Comments and Number of fans ($r = -0.016$, $n = 99$, $p = .876$).

There was a strong correlation between Photos on the Timeline with Comments and Number of fans ($r = .652$, $n = 99$, $p = 0$). As shown in Table 19, overall, there is a strong correlation between the amount of photos posted on the Timeline with comments and the amount of fans. Therefore an NPOs that posts more photos on the Timeline with comments will have more fans. It is important to notice that posting photos without comments doesn't have the same effect, it's important for NPOs to write comments each time they post a photo.

Table 19

Correlation between Photos on the Timeline with Comments and Number of Fans

	Likes	Photos on the Timeline with comment
Likes	1	.652**
Photos on the Timeline with comment	.652**	1

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

There was no correlation between Photo Albums and Number of fans ($r = .123$, $n = 99$, $p = .225$).

There was no correlation between Links to Other Websites and Number of fans ($r = -$

.148, $n = 99$, $p = .144$). Overall, there was no correlation between the number of links to other websites and the number of fans.

Conservation of visitors. A Pearson product-moment correlation coefficient was computed to assess the relationship between the amount of fans and both of the elements of the Conservation of Visitors.

There was significant correlation between Important Information and Number of Fans ($r = .216$, $n = 99$, $p = .032$). As shown in Table 20, there was correlation between Important Information and Number of Fans, which means that NPOs that more often post Important Information have more fans, in other words, if an NPO wants to attract more users to its Facebook page, it should often post important information.

Table 20

Correlation between Important Information and Number of Fans

	Likes	Important Information
Likes	1	.216*
Important Information	.216*	1

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

There was significant correlation between Links to the Association's Other SNS Profiles and Number of Fans ($r = .201$, $n = 99$, $p = .047$). As shown in Table 21, there was correlation between Links to the Association's Other SNS Profiles and Number of Fans. NPOs that more often post links to their other SNS profiles have more fans, in other words, if an NPO wants to attract more users to its Facebook page, it should often post links to its other SNS profiles. This could be because a Fan might discover the NPO in a different site, then be directed to Facebook and liked her. Or maybe, a user finds an NPO on Facebook but only after visiting the other sites that the NPO may have, finding more information about it, then he decides to like it.

Table 21

Correlation between Links to Organization SNS and Number of Fans

	Likes	Link to Organization SNS
Likes	1	.201*
Link to Organization SNS	.201*	1

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

Generation of return visits. A Pearson product-moment correlation coefficient was computed to assess the relationship between the amount of fans and each of the elements of Generation of return visits.

There was a strong correlation between Explicit Invitation to Return and Number of fans ($r = .277, n = 99, p = .006$). As shown in Table 22, the more an NPO invited its fans to return to the page, the more users will like the page.

Table 22

Correlation between Explicit Invitation to Return and Number of Fans

	Likes	Explicit Invitation to Return
Likes	1	.277**
Explicit Invitation to Return	.277**	1

Notes: (*) $p \leq 0.05$, (**) $p \leq 0.01$

There was no correlation between Links to Other Websites and Number of fans ($r = .148, n = 99, p = .144$). Overall there was no correlation between posting link to other websites and the number of fans. However, as I explained before if the other website is the NPOs' other SNS profiles, then there is correlation.

There was no correlation between New Events and Number of fans ($r = .058, n = 99, p = .57$).

There was no correlation between Downloadable Information and Number of fans ($r = -0.018, n = 99, p = .856$).

There was no correlation between News Items and Number of fans ($r = .049, n = 99, p = .627$). It is important to notice that News items refer to any kind of piece of news, on the other hand, when an organization posts important information about its own activities there is, in fact, correlation as shown in the variables of Conservation of Visitors.

Discussion

This thesis firstly represents an exploratory research of the current presence of Taiwanese NPOs in the social networking site Facebook. To the author's knowledge, it is the first kind of this type of research done in Taiwan. Moreover it has analyzed different independent variables to see what may influence an association to use Facebook and to apply the five dialogical principles proposed by Kent and Taylor (1998). A whole list of Taiwanese NPOs with a Facebook page was created, and content-analyzed using a sampling period of 28 days for the year 2011.

Major Findings

Because this thesis was an experimental research, many of the results proved to be not statistically significant, however, this in itself is considered a finding. After comparing all the dependable variables with 5 independent variables, it is clear that there is very little that influence the application of the five dialogical principles by Taiwanese NPOs. It might be simple luck, instinct or chance. It could be that the person in charge of the page, not necessarily a PR practitioner, is better at using Facebook.

It is also very difficult to conclude from this research what impulses Facebook users to like an NPO page. The application of the five dialogical principles seems to have very little influence. It could be that, users simply like the NPOs' work and therefore likes them on Facebook without really paying attention to what it posts or how it uses the page. They may have stumbled upon it and liked it at a moment when the NPOs had posted something interesting to them. The number of likes on Facebook is cumulative and it is impossible to know the exact moment or the exact reason for any of the fans to like the page.

It is clear that NPOs recognize the power of the Internet gives them to communicate with their public. However, it is not clear if they recognize the full potential that social networking sites have. Those who do understand that they need to use SNS, seem to have

come to this conclusion very recently. The proof is that out of the original 411 NPOs listed on the Taiwan NGO only 193 were found on Facebook, moreover, only 99 had Facebook profiles running for the whole year of 2011, which means that the other 94 opened their profile during 2011 or 2012. This could be because NPOs work mainly with volunteers and not professional staff. It could also be because NPOs are normally understaff, therefore the staff and volunteers in place might be busy doing other activities and don't really have the energy or the time to maintain their Facebook profile. An aspect that helps back up this theory is that none of the 99 NPOs posted daily.

The researcher only look on Facebook for Taiwanese NPOs' profiles. Therefore, it is unknown if the organizations have presence in other SNS. However, if they did, it would mean that they really do not understand the importance of linking those sites to have a more powerful presence over the Net. Only 22 out of the 99 pages analyzed for this thesis had links to other social networking sites.

Even those NPOs, which do understand the importance of being present on Facebook, are missing the opportunity to dialogue with their fans. It doesn't matter the category, the nationality, whether they received aid from the Taiwanese government, not even if they have at least one full-time public relation staff. Nothing seems to influence them to have an active dialogue with the fans. In fact only 0.21 posts of fans receive any kind of answer or comment. Another proof that NPOs are not actively dialoguing is that out of the 99 NPOs only 45, which are just above half of them, replied to the questionnaire sent to them through their own Facebook page. Having a PR practitioner working full time doesn't seem to influence either, out of the 45 who answered, 27 did not have a working PR manager.

For this thesis the number of fans was used as an independent variable to see if the application of the five dialogical principles attracts more users to the page. However, we could actually asks ourselves, what comes first, is it because an NPO uses Facebook better

that it has more fans? Or, does having more fans help an NPO to use Facebook better? Fans can post directly on the NPOs wall, therefore more fans means more content. Fans can share their photos, and videos with the organization giving it much more content to work with.

Taiwanese NPOs are definitely not using Facebook correctly to raise money or collect funds, only two associations made it possible for its fans to make a donation directly on Facebook using a credit card, and only 13 had any kind of links to pages where a fan could make a donation. What are they doing to collect funds then? Maybe they have receipts collecting boxes outside convenience stores?

Another important finding is that Taiwanese NPOs rarely use Facebook to communicate in a direct way. Out of 1391 posts analyzed, only 132 requested for action, 122 praised or supported, only 28 criticized, in 12 posts policies were defended, and in only 7 posts information was requested. A possible explanation is that Asian culture tends to be less direct; therefore, the communication is less upfront.

Future Studies

Because this was a first approach to the analysis of Facebook pages in Taiwan, there are many possibilities for future studies. This thesis analyzed all different categories of NPOs. Because of the results to my research question “Does the category of an NPO affect the way they apply the five dialogic principles on Facebook?”, show that there is very little effect of the NPOs categories over the application of the Five Dialogic Principles on Facebook, future studies could choose to content analyze just one category and search for differences in the use of Facebook pages within the same type of NPO. On the other hand, it seems that applying correctly the Five Dialogical principles is more correlated to the number of fans, therefore, future studies should analyze only NPOs with certain amount of fans to see what are the differences between NPOs that have about the same amount of fans to do a deeper research into what makes little

differences.

A Cross cultural comparison seem to be the next step, maybe Taiwanese NPOs have other ways of communicating, ways that have escaped this analysis because this analysis is framed under a code book created by western professors.

Facebook comments and likes are cumulative, unless manually deleted, they stay on the page, for future studies it would be interesting to choose certain posts and analyze how they change in time. Which posts get the most comments or the most likes. Another possibility would be to analyze fairly new Facebook pages and see what techniques, if any, they use to build their fan base.

As explained before, it remains a mystery why users like a page. It doesn't seem to do at all with the way a page applies the five dialogic principles, it would be interesting to do a research from the users point of view and study what makes someone to like a page.

This thesis used a content analysis of Facebook pages, only counting the posts. Another type of research, could be done by conducting a discourse analysis and research in profounder what the NPOs post.

The real meaning of the button "Like" on Facebook would be another interesting research subject. There was an average of 50.62 likes per post, even sad and disturbing posts get "Likes" so does "Like" just mean "I read it"? It is obvious that "Like" on Facebook has a different meaning that liking something outside the virtual world.

Future studies should combine content analysis of the pages with in depth interview of the people managing the pages. It would be useful to know if they are fulfilling their own needs. Why are there so few ways to make direct donations? The NPOs don't need Facebook to collect money? Maybe they're not applying the five dialogical principles and yet still obtain the results that they're looking for when using the SNS.

Limitations

The first and most obvious limitation is the fact that the sample frame where the sample of NPOs pages was taken from could be incomplete. It's hardly likely that the page Taiwan NGO lists all the NPOs working in the country; therefore, many NPOs might have been left out of this study. Moreover Taiwan NGO only lists the names of NPOs in Chinese and in English, for only a few of the NPOs there is also a link to their official webpage but they do not list any Facebook page. The search on Facebook was done manually using each NPO's full name, therefore, if the NPO uses any other name on Facebook, even if it's just a shorten version of its official name, it would not be found.

Another limitation refers to the over representation of some categories of NPOs and some underrepresentation of others: Categories Academic and culture, and Social welfare represent 60% of the total NPOs Facebook pages that were analyzed. On the other hand, categories Sports and leisure, and Others only had two pages each.

Facebook changed to their new layout "Timeline" this year, it is impossible to know how this new layout affected the posts done during 2011, were any posts or comments deleted? Is the new layout affecting the way the NPOs use the social networking site?

The researcher chose to contact the NPOs only through Facebook. This can also be noted as a limitation because Facebook could categorize the message as a Spam, therefore it could be that many of the NPOs that didn't reply, simply never got the message on the first place. Therefore, the independent variables Government aid, Full-time PR staff, and Nationality of the NPO could be bias for a technical problem (a not delivered message) and not because of the unwillingness of the organization to respond to questions sent to them by the users.

As explained in the above paragraph, the NPOs were contacted through Facebook asking whether they receive or not government aid and whether they have or not at least one

full-time PR staff. Only 45 of them replied to this questionnaire, thus another limitation is that only these 45 NPOs were taken under consideration to respond to the questions regarding receiving government aid and having at least one full-time PR staff. This could explain why some of the data did not pass the Levene's test of equality of variance. The responses from these 45 associations may not be statistical representative of the total population

The codebook was adapted from one created by western professors, this may limit its validity to analyze Taiwanese NPOs. As mentioned above maybe there aren't any links to donations because the NPOs explains how to do donations or collect receipts from convenience stores.

The ability of Facebook posts to be able to have many elements in only one post (photos, comments, links, etc.) makes it hard to content analyze, the researcher does not eliminate human error in the content analysis.

Conclusion

This thesis expands the knowledge about dialogic communications over the Internet using the cases of NPOs in Taiwan; therefore, it can serve as a foundation for future research of its kind.

Since its creation in 2006 Facebook has changed the way people communicate on the Internet, going from simple emails, to blogging to fully exchanging pictures, movies, and so on. Facebook allows sharing information from other sites such as blogs or YouTube, making it ideal for NPOs who need to share content from different sources.

NPOs are more and more important in the Taiwanese society; this thesis gives us a glance of their current state of affairs on the social networking site, which is, at present, the most popular SNS in Taiwan.

Having a two way communication would improve fans participation and involvement not only on Facebook but also in real activities. An NPO could organize events and invite its

fans, explain them how to participate, ask them to protest, etc. However this kind of dialoguing is almost inexistent.

The main conclusion is even those NPOs who post actively, don't really communicate. More than a two-way communication, they're having a monologue. They just post, ignoring users' questions or comments, and they rarely talk directly to their fans.

NPOs wanting to improve their communication skills over the Internet should take the time to train their employees or volunteers. Using well Facebook as an individual may not translate as using it correctly as an institution.



References

- Baker, M. J., Buttery, E. A., & Richter-Buttery, E. M. (1998). Relationship marketing in three dimensions. *Journal of Interactive Marketing, 12*(4), 47-62. doi: 10.1002/(sici)1520-6653(199823)12:4<47::aid-dir5>3.0.co;2-b
- Bortree, D. S., & Seltzer, T. (2009). Dialogic strategies and outcomes: An analysis of environmental advocacy groups' Facebook profiles. [doi: DOI: 10.1016/j.pubrev.2009.05.002]. *Public Relations Review, 35*(3), 317-319.
- Boyd, D. M., & Ellison, N. B. (2008). Social Network Sites: Definition, History, and Scholarship. *Journal of Computer-Mediated Communication, 13*(1), 210-230. doi: 10.1111/j.1083-6101.2007.00393.x
- Brennan, L., & Brady, E. (1999). Relating to marketing? Why relationship marketing works for not-for-profit organisations. *International Journal of Nonprofit and Voluntary Sector Marketing, 4*(4), 327-337. doi: 10.1002/nvsm.85
- Broom, G. M., Casey, S., & Ritchey, J. (1997). Toward a Concept and Theory of Organization-Public Relationships. [Article]. *Journal of Public Relations Research, 9*(2), 83-98.
- Bruning, S. D., & Ledingham, J. A. (1999). Relationships between organizations and publics: Development of a multi-dimensional organization-public relationship scale. [doi: DOI: 10.1016/S0363-8111(99)80160-X]. *Public Relations Review, 25*(2), 157-170.
- Bucy, E. P., Lang, A., Potter, R. F., & Grabe, M. E. (1999). Formal features of cyberspace: Relationships between Web page complexity and site traffic. *Journal of the American Society for Information Science, 50*(13), 1246-1256.
- Conway, T., & Whitelock, J. (2004). Can relationship marketing enhance strategic thinking in the public sector? A study of the perceived relationship between subsidised theatres and their government funders/regulators. [Article]. *International Journal of Nonprofit & Voluntary Sector Marketing, 9*(4), 320-334.
- Coombs, W. T. (1998). The internet as potential equalizer: New leverage for confronting social irresponsibility. [doi: DOI: 10.1016/S0363-8111(99)80141-6]. *Public Relations Review, 24*(3), 289-303.
- Curtis, L., Edwards, C., Fraser, K. L., Gudelsky, S., Holmquist, J., Thornton, K., & Sweetser, K. D. (2010). Adoption of social media for public relations by nonprofit organizations. *Public Relations Review, 36*(1), 90-92. doi: Doi 10.1016/J.Pubrev.2009.10.003
- Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The Benefits of Facebook "Friends": Social Capital and College Students' Use of Online Social Network Sites. *Journal of Computer-Mediated Communication, 12*(4), 1143-1168. doi: 10.1111/j.1083-6101.2007.00367.x
- Facebook. (2010). Retrieve in December 2010 from <http://www.facebook.com/press/info.php?statistics>. December 2010.
- Facebook(b). (2010). Retrieve in December 2010 from

<http://www.facebook.com/nonprofits?v=info>. December 2010.

- Fisher, W. F. (1997). Doing Good? The Politics and Antipolitics of NGO Practices. *Annual Review of Anthropology*, 26(ArticleType: research-article / Full publication date: 1997 / Copyright © 1997 Annual Reviews), 439-464. doi: 10.2307/2952530
- Fort Fu-Te, L. (2001a). Establishing a national human rights commission in Taiwan: the role of NGOs and challenges ahead. [Article]. *Asia-Pacific Journal on Human Rights & the Law*, 2(2), 90-109. doi: 10.1163/157181501400649035
- Fort Fu-Te, L. (2001b). Establishing at National Human Rights Commission in Taiwan: The Role of NGOs and Challenges Ahead. [Article]. *Asia-Pacific Journal on Human Rights & the Law*, 2(2), 90-109. doi: 10.1163/157181501400649035
- Gaines, B. J., & Mondak, J. J. (2009). Typing Together? Clustering of Ideological Types in Online Social Networks. [Article]. *Journal of Information Technology & Politics*, 6(3/4), 216-231. doi: 10.1080/19331680903031531
- Greenberg, J., & MacAulay, M. (2009). NPO 2.0? Exploring the Web Presence of Environmental Nonprofit Organizations in Canada. [Article]. *Global Media Journal -- Canadian Edition*, 2(1), 63-88.
- Herlin, H., & Pazirandeh, A. (2012). Nonprofit organizations shaping the market of supplies. *International Journal of Production Economics*, 139(2), 411-421. doi: <http://dx.doi.org/10.1016/j.ijpe.2011.04.003>
- Hsu, A. (2011). Taiwan Internet penetration rate hits 70-percent mark Retrieved July 20, 2012, from <http://taiwantoday.tw/ct.asp?xItem=175047&ctNode=413>
- Huang, C. J. (2009). Genealogies of NGO-ness: The Cultural Politics of a Global Buddhist Movement in Contemporary Taiwan. [Article]. *Positions*, 17(2), 347-374. doi: 10.1215/10679847-2009-006
- Ingenhoff, D., & Koelling, A. M. (2009). The potential of Web sites as a relationship building tool for charitable fundraising NPOs. *Public Relations Review*, 35(1), 66-73. doi: Doi 10.1016/J.Pubrev.2008.09.023
- Jie, C. (2001). Burgeoning Transnationalism of Taiwan's Social Movement NGOs. [Article]. *Journal of Contemporary China*, 10(29), 613-644. doi: 10.1080/10670560120075037
- Julia Ying-Chao, L., Angelina Nhat Hanh, L., Khalil, S., & Julian Ming-Sun, C. (2012). Social Media Usage and Work Values: The Example of Facebook in Taiwan. [Article]. *Social Behavior & Personality: An International Journal*, 40(2), 195-200. doi: 10.2224/sbp.2012.40.2.195
- Kang, S., & Norton, H. E. (2004). Nonprofit organizations' use of the World Wide Web: are they sufficiently fulfilling organizational goals? [doi: DOI: 10.1016/j.pubrev.2004.04.002]. *Public Relations Review*, 30(3), 279-284.
- Kent, M. L., & Taylor, M. (1998). Building dialogic relationships through the world wide web. [doi: DOI: 10.1016/S0363-8111(99)80143-X]. *Public Relations Review*, 24(3), 321-334.

- Kent, M. L., & Taylor, M. (2002). Toward a dialogic theory of public relations. [doi: DOI: 10.1016/S0363-8111(02)00108-X]. *Public Relations Review*, 28(1), 21-37.
- Kent, M. L., Taylor, M., & White, W. J. (2003). The relationship between Web site design and organizational responsiveness to stakeholders. [doi: DOI: 10.1016/S0363-8111(02)00194-7]. *Public Relations Review*, 29(1), 63-77.
- Kotler, P., & Levy, S. J. (1969). Broadening the Concept of Marketing. *Journal of Marketing*, 33(1), 10-15.
- Kuan, Y.-y. (2002). International Relief and Taiwan's Social Development: A Historical Analysis of the Role Played by Non-governmental Organizations. *Social Policy and Social Work*, 6, 156 – 158.
- Lee, J.-A. (2010). Organizing the unorganized: the role of nonprofit organizations in the commons communities. *Jurimetrics*, 50(3), 275-327.
- Lessin, S. W. (2011, December 6, 2011). Tell Your Story With Timeline Retrieved December 20, from <https://blog.facebook.com/blog.php?post=10150289612087131>
- Liang, T.-H. (2012). Internet service cognition and use, and their promotion in the lives of adolescents and youngsters in Taiwan. *Quality & Quantity*, 46(4), 1181-1195. doi: 10.1007/s11135-010-9426-5
- Lin, C.-H., & Yu, S.-F. (2008). Adolescent Internet Usage in Taiwan: Exploring Gender Differences. [Article]. *Adolescence*, 43(170), 317-331.
- Mari Saez, V. (2007). Contra la evaporacion de la dimension poilitica de la comunicacion. Movimientos soeiaies, ONG y usos de Internet. (Spanish). [Article]. *Against the Evaporation of the Political Dimension of Communication. Social Movements, NGOs and Uses of Internet. (English)*, 12(22), 453-471.
- Naudé, A. M. E., Froneman, J. D., & Atwood, R. A. (2004). The use of the internet by ten South African non-governmental organizations--a public relations perspective. [doi: DOI: 10.1016/j.pubrev.2003.11.008]. *Public Relations Review*, 30(1), 87-94.
- O'Malley, L., & Tynan, C. (2008). Relationship marketing *The Marketing Book (Sixth Edition)* (pp. 33-54). Oxford: Butterworth-Heinemann.
- Park, H., & Reber, B. H. (2008). Relationship building and the use of Web sites: How Fortune 500 corporations use their Web sites to build relationships. [doi: DOI: 10.1016/j.pubrev.2008.06.006]. *Public Relations Review*, 34(4), 409-411.
- Pelchat, M.-C. (2004). *Enterprising Asian NPOs: Social Entrepreneurship in Taiwan*. Paper presented at the Conference of Asian Foundations and Organizations (CAFO), Taiwan.
- Rothschild, M. L. (1979). Marketing communications in nonbusiness situations or why it's so hard to sell brotherhood like soap. [Article]. *Journal of Marketing*, 43(2), 11-20.
- Rybalko, S., & Seltzer, T. (2010). Dialogic communication in 140 characters or less: How Fortune 500 companies engage stakeholders using Twitter. [doi: DOI:

- 10.1016/j.pubrev.2010.08.004]. *Public Relations Review*, 36(4), 336-341.
- Salamon, L. M. (1994). The rise of the nonprofit sector. *Foreign Affairs*, 73(July/August 1994), 109-122.
- Sargeant, A. (2008). Marketing for nonprofit organizations *The Marketing Book (Sixth Edition)* (pp. 526-550). Oxford: Butterworth-Heinemann.
- Seltzer, T., & Mitrook, M. A. (2007). The dialogic potential of weblogs in relationship building. [doi: DOI: 10.1016/j.pubrev.2007.02.011]. *Public Relations Review*, 33(2), 227-229.
- Seo, H., Kim, J. Y., & Yang, S. U. (2009). Global activism and new media: A study of transnational NGOs' online public relations. *Public Relations Review*, 35(2), 123-126. doi: Doi 10.1016/J.Pubrev.2009.02.002
- Socialbakers. (2012). Taiwan Facebook Statistics Retrieved January 6, 2013, from <http://www.socialbakers.com/facebook-statistics/taiwan>
- Stewart, J. (1978). Foundations of dialogic communication. [Article]. *Quarterly Journal of Speech*, 64(2), 183.
- Su, S. (2010). Does Taiwan's Explosive Facebook Growth Mean More To Come In East Asia? Retrieved July 20, 2012, from <http://www.insidefacebook.com/2010/04/12/does-taiwans-explosive-facebook-growth-mean-more-to-come-in-east-asia/>
- Sweetser, K. D., & Lariscy, R. W. (2008). Candidates Make Good Friends: An Analysis of Candidates' Uses of Facebook. *International Journal of Strategic Communication*, 2(3), 175-198.
- Taylor, M., Kent, M. L., & White, W. J. (2001). How activist organizations are using the Internet to build relationships. *Public Relations Review*, 27(3), 263-284.
- Waters, R. D. (2009). The Importance of Understanding Donor Preference and Relationship Cultivation Strategies. [Article]. *Journal of Nonprofit & Public Sector Marketing*, 21(4), 327-346. doi: 10.1080/10495140802662523
- Waters, R. D., Burnett, E., Lamm, A., & Lucas, J. (2009). Engaging stakeholders through social networking: How nonprofit organizations are using Facebook. [doi: DOI: 10.1016/j.pubrev.2009.01.006]. *Public Relations Review*, 35(2), 102-106.
- Yang, A., & Taylor, M. (2010). Relationship-building by Chinese ENGOs' websites: Education, not activation. [doi: DOI: 10.1016/j.pubrev.2010.07.001]. *Public Relations Review*, In Press, Corrected Proof.
- Zimmer, A. (1999). Corporatism Revisited—The Legacy of History and the German Nonprofit Sector. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 10(1), 37-49. doi: 10.1023/a:1021439703650
- Zoch, L. M., Collins, E. L., Sisco, H. F., & Supa, D. H. (2008). Empowering the activist: Using framing devices on activist organizations' web sites. *Public Relations Review*,

34(4), 351-358. doi: Doi 10.1016/J.Pubrev.2008.07.005

Zube, P., Lampe, C., & Lin, J.-H. (2009). Web 2.Step-Flow: Social Networking Sites and Political Information. [Article]. *Conference Papers -- National Communication Association*, 1.



Appendix A: List of nonprofit organizations

English Name	Chinese Name	Category
Alliance for the Public Good	社團法人兼善天下社會服務志業協會	社會福利
Amnesty International Taiwan	國際特赦組織台灣總會	公共政策
Anatolia Formosa Association	安那托利亞福爾摩沙協會	學術文化
Angel Heart Family Social Welfare Foundation	天使心家族社會福利基金會	社會福利
Animal Protection Association of the Republic of China	中華民國保護動物協會	農業環保
Association for Victims Support (AVS)	財團法人犯罪被害人保護協會	公共政策
Association of Culture and Art Resources Development	中華藝文資源發展協會(aCARD青年志工團)	人道慈善
Association of Digital Culture, Taiwan	台灣數位文化協會	科技能源
Association of Mainlander Taiwan	社團法人外省台灣人協會	公共政策
Awakening Foundation	婦女新知	公共政策
BeiTou Culture Foundation	北投文化基金會	社會福利
Catholic Kuang Jen Social Welfare Foundation	天主教光仁社會福利基金會	社會福利
Cathwel Service	天主教福利會	社會福利
Chinese Association of Early Intervention Program	早療慢飛天使	社會福利
Chinese Christian Relief Association	中華基督教救助協會	社會福利
Chinese Love Social Service Association	社團法人中華樂扶(Love)社會服務協會	其他
Citizen Congress Watch	公民監督國會聯盟	公共政策
Cloud Gate	雲門舞集	學術文化
Collective Of Sex Workers And Supporters	日日春關懷互助協會	社會福利
Consumers' Foundation, Chinese Taipei (CFCT)	中華民國消費者文教基金會	經濟工商
Dance Works	舞工廠踢踏舞團	學術文化
Designers Association of Taiwan	中華民國設計師協會	學術文化
ECPAT Taiwan	台灣展翅協會	社會福利
Eden Social Welfare Foundation	財團法人伊甸社會福利基金會	社會福利
Even Nearer Playback Theatre	一一擬爾劇團	學術文化
Federation for the Welfare of the Elderly	失智症老人守護天使	社會福利
Flying-group Theatre	飛人集社劇團	學術文化
Formosa Charity Group	台灣寶島行善義工團	人道慈善
Foundation for Autistic Children and Adults in Taiwan (FACT)	財團法人中華民國自閉症基金會	醫療衛生
Frontier Foundation	財團法人開拓文教基金會	社會福利
Good Shepherd social welfare services	財團法人天主教善牧社會福利基金會	社會福利
Guandu Nature Park, Wild Bird Society of Taipei	台北鳥會關渡自然公園	農業環保
Harmony Home Association Taiwan	台灣關愛之家協會	人道慈善
Help Save A Pet Fund Taiwan	財團法人流浪動物之家基金會	農業環保
Hemophilia Association of Taiwan	社團法人中華民國血友病協會	社會福利
Homemaker's Union and Foundation	主婦聯盟環境保護基金會	農業環保
Hong's Foundation for Education & Culture	敏隆講堂	學術文化
Huikuang Guide Dog Centre	惠光導盲犬教育基金會	農業環保

International Ballet Star Gala in Taipei	國際芭蕾舞星在台北	學術文化
International Cultural Youth Exchange	社團法人台灣國際青年文化交流協會	學術文化
International Organization of Folk Art in Taiwan	國際民間藝術組織台灣分會 (ICAA, IOV Taiwan)	學術文化
ITRI Taiwan	財團法人工業技術研究院	科技能源
Jane Goodall Institute Taiwan	國際珍古德教育及保育協會	農業環保
Jing Chuan Child Safety Foundation	守護寶貝每一天--靖娟兒童安全文教基金會	社會福利
Kaohsiung Game-Show Production Association	高雄市團康訓練協會	社會福利
King Car Education Foundation	金車教育基金會	運動休閒
Kuang Ching Foundation	廣青文教基金會	學術文化
Legal Aid Foundation	財團法人法律扶助基金會	社會福利
Lifeline Association, Chia-Yi City	嘉義縣生命線協會	社會福利
M.O.V.E. Theatre	動見體	學術文化
Maria Social Welfare Foundation	瑪利亞社會福利基金會	社會福利
Noordhoff Craniofacial Foundat	羅慧夫/NCF	社會福利
Old five old foundation	財團法人老五老基金會	社會福利
ORBIS Taiwan	財團法人台灣國際奧比斯防盲救盲基金會	醫療衛生
Parents Association for Persons with Intellectual Disabilities	智障者家長總會	社會福利
Persons with HIV/AIDS Right Advocacy Association of Taiwan	愛滋權促會	公共政策
Purelove Alliance Taiwan	青少年純潔協會	社會福利
Raptor Research Group of Taiwan	台灣猛禽研究會	農業環保
Red Heart Association	紅心小天使	社會福利
Riverbed theatre	河床劇團	學術文化
Rotary Club of Taipei Toa Tiu Tian	台北市大稻埕扶輪社	其他
Seed of Love Education Foundation	財團法人礦工兒子教育基金會	社會福利
Society for Wildlife and Nature	中華民國自然生態保育協會 (大自然雜誌)	農業環保
Special Olympics Chinese Taipei	中華台北特奧會	運動休閒
Syin-Lu Social Welfare Foundation	心路基金會	社會福利
Tainan-chamber-choir	台南室內合唱團	學術文化
Taipei Orphan Welfare Foundation	失親兒基金會	社會福利
Taipei Overseas Peace service	台北海外和平服務團	人道慈善
Taishin Bank Foundation for Arts and Culture	台新藝術獎 Taishin Arts Award	學術文化
Taishin Charity Foundation	財團法人台新銀行公益慈善基金會	社會福利
Taiwan Academy of Implant Dent	中台灣牙醫植體醫學會	醫療衛生
Taiwan AIDS Foundation	台灣紅絲帶基金會官方粉絲專頁	醫療衛生
Taiwan Alzheimer's Disease Association	社團法人台灣失智症協會 (TADA)	社會福利
Taiwan Association of Social Workers	臺灣社會工作專業人員協會 TASW	社會福利
Taiwan Foundation for the Blind	愛盲基金會	社會福利
Taiwan guidedog association	台灣導盲犬協會	社會福利
Taiwan Junior Chamber	國際青年商會中華民國總會	經濟工商

Taiwan Lourdes Association	台灣露德協會官方粉絲專頁	醫療衛生
Taiwan Media Watch	台灣媒體觀察教育基金會	公共政策
Taiwan Motor Neuron Disease Association	中華民國運動神經元疾病病友協會（漸凍人協會）	社會福利
Taiwan NPO Self-Regulation All	公益團體自律聯盟	公共政策
Taiwan Root Medical Peace Corps	台灣路竹醫療和平會	人道慈善
Taiwan Society for Pharmacoeconomics and Outcome Research	社團法人台灣藥物經濟暨效果研究學會	醫療衛生
Taiwan Spinocerebellar Ataxia Association	社團法人中華小腦萎縮症病友協會	醫療衛生
Taiwan TongZhi Hotline Association	台灣同志諮詢熱線	公共政策
Taiwan Women's Film Association	女性影像學會	學術文化
Taiwan World Youth Volunteer Association	臺灣世界青年志工協會	人道慈善
Technology Development Association for the Disabled in Taiwan	中華民國無障礙科技發展協會	科技能源
The First Social Welfare Foundation	第一社會福利基金會	社會福利
The Garden of Hope Foundation	勵馨基金會	社會福利
The Mustard Seed Mission	基督教芥菜種會	社會福利
The Paper Windmill Arts and Educational Foundation	Kidsmile 紙風車	學術文化
The Red Cross Society of Republic of China	中華民國紅十字會	人道慈善
Tifa	台灣國際家庭互助協會粉絲團	社會福利
United Way of Taiwan	聯合勸募協會	社會福利
Vision YouthAction	VYA 國際工作營	人道慈善
Wild at Heart Legal Defense Association, Taiwan	台灣蠻野心足生態協會	農業環保
Wisdom International Philanthropic Society	理善國際關懷協會	社會福利
Women's Federation For World Peace-Taiwan, R.O.C.	世界和平婦女會	公共政策

Appendix B: Codebook

I. BASIC INFORMATION

- Coder Name:** First and last name of person coding the social networking site (SNS) profile
- Organization:** The name of the sponsoring organization that maintains the SNS profile (write the name in Chinese and in English when possible)
- Profile Name:** The profile name from the SNS. This may not be the same as the organization's name. Example, if Greenpeace (the sponsoring organization) had a profile on Facebook called "Go Green Now," then "Go Green Now" would be the profile name.
- URL:** The complete, unique Web address for the profile (i.e., not just: www.facebook.com, but <http://www.facebook.com/pages/Greenpeace-International/7297163299?ref=s>). You can simply copy and paste the URL from you browser into the Excel file (retaining the hyperlink)
- Fans:** Record the exact number of "likes"

Instructions: Please fill up the information for the requested dates. If the organization posts more than once on any given day, please use the next page of the excel spreadsheet. Use one sheet per posting on the selected dates.

II. DIALOGIC FEATURES

For a majority of the dialogic features, you will enter either "1" if the feature is "present" on the profile or "0" if the feature is "absent." Some features require you to record additional information, such as the number of "friends" on the profile.

The only information that you should take in consideration is the one posted during the specific dates randomly chosen for this research and the information on the "About" section of the page.

Some of the profiles are quite heavy with content and make take a while to analyze. A good strategy may be to spend some time exploring the individual profile prior to the start of coding. Please don't rush.

Ease of Interface

1. Applications: Identify the specialized applications that are used on the profile (This applications appear at the right of the about section, right below the cover picture). For example, "Fans," "Discussion Board," "Notes," etc. would all be separate applications on Facebook. Indicate which are present on the site. Also, indicate the number of items that

appear in each section. Each application will provide you with a total number of items. Also indicate the total number of Applications. If present, “Recent post by others” appears at the beginning of the Timeline on the right side, right below highlights. If visible, The “likes” of the page, also appear on the right side of the Timeline.

1a. Media board 0. Absent (exact number) Present

1b. Discussion Board 0. Absent (exact number) Present

1c. Photos 0. Absent

(exact number of photo albums and total photos) Present

1e. Video 0. Absent (exact number) Present

1f. RSS 0. Absent (exact number) Present

1g. Notes 0. Absent (exact number) Present

1h. Events 0. Absent (exact number for 2011) Present

1i. Other 0. Absent (exact number) Present

2a. Ease of Donations: Is there an application to allow direct donations on the page?

0. Absent

1. Present

2b. Do you have to grant approval to the application to access your personal profile information prior to donating money?

0. Absent

1. Present

2c. Is there a link on the “About” section that takes you directly to a donation page on the organization’s web site?

0. Absent

1. Present

3. Custome URL: Some Facebook pages may look like

<http://www.facebook.com/pages/V/286089844810599> However it is also possible to customize the page URL, an example is <http://www.facebook.com/kylieminogue> *If the page looks like the second example then it has been customized.*

0. Absent

1. Present

Usefulness to Media

4. Press releases on site for the sponsoring organization: Is a news release posted on the profile, or is there a link directly to a news release within the profile (within the Facebook

site)?

0. Absent (exact number). Present

5. Link to press release: Is there a link provided by the organization that takes you directly to a press release on the sponsoring organization's web site? Do not include links to news releases on other organizations' web sites. *Do not include links posted by members or visitors to the site. Include only links provided by the organization.*

0. Absent (exact number). Present

6. Links to a press-room (media room) for the sponsoring organization: Is there a link on the Facebook profile that leads directly to a press room (media room) on the sponsoring organization's web site? Do not include links to press rooms on other organization's web site. *Do not include links posted by members or visitors to the site. Include only links provided by the organization.*

0. Absent

1. Present

7. Links to or embedded speeches, essays, papers, or presentations of the organization maintaining the profile: Do not count simple daily posts by the individuals maintaining the profile. This category refers to more thoughtful, organized essays/presentations about a specific topic. If directly on Facebook, this feature will be present as a "Note"

0. Absent (exact number). Present

7b. Format: If speeches, etc. are present, code for format. Enter "1" for "yes" and "0" for "no" for each content type (video, audio, print). This content may be present in more than one format. If no speeches, etc. are present, enter "888" for each content type.

1. Video 0. Absent (exact number). Present

2. No 888. No speeches on site

2. Audio 0. Absent (exact number). Present

2. No 888. No speeches on site

3. Print 0. Absent (exact number). Present

2. No 888. No speeches on site

8. Audio/visual multimedia content: Are there audio clips, video clips, slideshows, or other multimedia content posted on/embedded in the profile? (Only include posted/embedded content; do not include links to content off-site or content that has to be downloaded prior to viewing/listening). Do not include multimedia posted by users.

0. Absent (exact number). Present

9a. Photo on the Timeline: Any Photo that has been posted directly on the timeline

0. Absent (exact number). Present

9b. Comments on photos: Do the photos posted on the Timeline have any kind of comment or information written by the organization?

0. Absent (exact number). Present

10a. Photo Albums: Number of Photo Albums posted on the specific dates

0. Absent (exact number). Present

10b. Number of photos in albums: The total of photos posted on the photo albums during the specific dates

0. Absent (exact number). Present

Usefulness to Users : All of the answers for this portion can be found on the “About” section of the Facebook page. Please click on “About” right below the cover photo.

11. Identifies what the organization is about: Is the “About” section filled up (this only considers the about portion on the about section of the page, please don’t take under consideration the other portions of the about section such as “mission,” “company overview,” “founded”, “address,” etc.)

0. Absent

1. Present

12. Mission statement of sponsoring organization: Is the “mission” section of the “about” section filled up.

0. Absent

1. Present

13. Provides the organization’s overview: Is the “company overview” section of the “About” section filled up.

0. Absent

1. Present

14. Provides the year of foundation of the sponsoring organization: Is the “Founded” section filled up with a year?

0. Absent

1. Present

15. Provides de address of the sponsoring organization: This refers to the physical address, not an Internet address (For example the address on NCCU is 台北市文山區指南路二段 64 號 and not www.nccu.edu.tw)

0. Absent

1. Present

16. Provides general information: The “general information” section filled up.

23d. Tumbler	0. Absent	1. Present
23e. Plurk	0. Absent	1. Present
23f. Blog	0. Absent	1. Present
23g. Google+	0. Absent	1. Present
23h. Pinterest	0. Absent	1. Present
23i. Other _____	0. Absent	1. Present

Generation of Return Visits

23. Explicit invitation to return: Does the profile make an explicit appeal to users to come back and visit the profile in the future?

0. Absent

1. Present

24. Links to other (external) Web sites: Make sure that links point to other, separate Web sites and not simply to other sections of the profile. Do not include links to the sponsoring organization's other "official" SNS or Web site. Include only links to sites that are relevant

0. Absent

1. Present

25. Upcoming events: Are there any new events posted on the specific dates?

0. Absent (exact number). Present

26. Downloadable information about sponsoring organization: Can you download fact sheets, news stories, biographies, or other informational items about the sponsoring organization via the profile? This only includes links to download pages. It does not include the download feature present on any Facebook document.

0. Absent

1. Present

27. News items or links to news items: Is there a clearly marked link to a news story or an excerpt of the text of a news story (reproduced in whole or in part) posted on the profile on the dates analyzed? Be sure to separate news items from the comments/posts made by individuals maintaining the profile for the sponsoring organization. News stories should be relevant.

0. Absent

1. Present

Dialogic Loop (Opportunity for Feedback)

28. Provides a phone number: The "Phone number" section in the "About" section is filled up.

0. Absent (exact number). Present

29. Opportunity to send messages to the sponsoring organization via e-mail: Is there an e-mail address or form provided to contact the sponsoring organization?

0. Absent (exact number). Present

30. Recent post by others: If present, it's located as the first post on the right of the Timeline

0. Absent

1. Present

31. Direct message button: Is there a direct message button placed below the cover photo

0. Absent

1. Present

32. Survey on issues: Are there questions or polls posted to vote on an issue to determine policy/direction for the organization, or participate in an online opinion poll, or take an online survey.

0. Absent (exact number). Present

Dialogic Loop (Organization Responsiveness)

33. Organizations posts: Write the number of all the posts by the organization on the given dates. Don't take under consideration what kind of posts are. The only important thing is the number of posts.

0. Absent (exact number). Present

34a. Organization response to visitor posts/comments: Are there any of the posts made by any user during the specific dates?

0. Absent (exact number). Present

34b. Did the organization respond in any way to the user question/comment?

0. Absent

1. Present

35. Responsiveness to information request: Submit the questionnaire to the sponsoring organization for additional information using the "Message" button located below the cover photo. Be sure to record:

36a. The date/time of your request

37b. The date/time when a response is received from the organization. Do not count an automated reply that merely notes that "your request has been received."

37c. Nationality of the NPO

0. Taiwanese 1. International

37d. Does the NPO have a full time public relations staff:

0. Does not have one 1. It has one

37e. Does the NPO receive sponsorship from the Taiwanese Government:

0. It does not receive 1. It does received

Dialogic Loop (Sharing)

III. CODING TIMELINE POSTS

Look at the Timeline posts of the indicated dates. Are the following types of posts present or absent? Code with the exact number for present and “0” for absent. Code all that apply. In all of the present ones, indicate how many. If there are more than one post for any give date, please use one page of the spreadsheet per post

38. Users like an organization’s post: Count the number of likes of any post started by the organization.

0. Absent (exact number). Present

39. User comments to organization’s posts: Write down the number of user comments below anything posted by the organization

0. Absent (exact number). Present

40. Organization respond to user comments of organization’s posts: Write down the number of any comment by the organization on user comments of the organization’s posts.

0. Absent (exact number). Present

41. Organization request for action from users/members: This includes any type of call for action toward the organization including donating, volunteering, etc.

0. Absent (exact number). Present

42. Organization requests information from users/members: This would include any request for personal information or requests for information about other organizations/entities, issues, etc.

0. Absent (exact number). Present

43. Organization defends organization/organization’s policy position: This would include any statements that respond to claims in the media or claims by other organizations. Do not include responses to other posts (see #40).

0. Absent (exact number). Present

44. Organization criticizes other individual/organization: This includes any posts by the organization that names specific individuals or organizations and criticizes their comments, opinions or stance on an issue.

0. Absent (exact number). Present

45. **Organization praises or supports other individual/organization:** This includes any posts by the organization that names specific individuals or organizations and indicates an admiration of their comments, opinions or stance on an issue. This also includes any posts that indicate support of another individual or organization

0. Absent (exact number). Present



Appendix C: Results for the inter-coder reliability test.

Table 1
Inter-coder reliability

	Percent Agreement	Scott's Pi
Type of NPO	93.33	0.92
Government aid	93.33	0.86
Full-time PR Staff	93.33	0.87
Nationality	93.33	0.86
Number of Fans	93.33	0.93
Ease of Interface	93.33	0.92
Dialogic Loop Static	93.33	0.90
Usefulness of Information Static	93.33	0.92
Surveys	93.33	0.81
Posts by the Organization	86.67	0.85
Users like organizations post	80.00	0.78
User Comments	80.00	0.77
Comments by the organization	86.67	0.80
Posts by users	86.67	0.73
Users Respond to User Posts	93.33	0.81
Organization Responds to User Posts	93.33	0.81
Organization Request for Action	86.67	0.80
Organization Request Information	93.33	0.72
Organization Defends its Policies	93.33	0.72
Organization Criticizes	93.33	0.72
Organization Praise or Support	86.67	0.73
On Site Press Release	86.67	0.71
Link to Press Release	86.67	0.77
Link to Media Room	93.33	0.72
Speeches, essays, papers, or presentations	86.67	0.79
Audio Visual Content	86.67	0.81
Photos on the Timeline without comment	93.33	0.72
Photos on the Timeline with comment	86.67	0.82
Photo Album	93.33	0.89
Link to official website	86.67	0.78
Important Useful Information	80.00	0.76
Link to Organization SNS	86.67	0.67
Explicit Invitation to Return	86.67	0.65
Links to Other Websites	80.00	0.75
New Events	93.33	0.87
Downloadable Information	93.33	0.72
News Items	80.00	0.74

Note:

Appendix D: Screen shot of the questionnaire sent to the NPOs

 親愛的先生/女士

我先自介一下，我叫“維克多”來自法國碩士研究生。在政大念國際傳播，
目前我在寫論文。我的論文題目跟非營利組織與臉書頁面有相關，
所以我想問您們三個問題。

請回答“是”或是“不是”

1) 在你們的非營利組織有一個全職公關經理？
a) 是 b) 不是

2) 你們的非營利組織受到政府經濟援助或是政府任何贊助？
a) 是 b) 不是

3) 你們的非營利組織是國際的（還有辦公室在其它國家）？
a) 是 b) 不是

謝謝您們的幫助

維克多，國際傳播碩士學位學程碩三生
2013年9月25日

Write a reply... 

 Add Files  Add Photos Press Enter to send **Reply**

Google