The Use and Effectiveness of Facebook in Small-Scale Volunteer Organisation for Refugee Children's Education in Malaysia

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ABSTRACT

How is a small-scale volunteer organization in Malaysia utilizing Facebook to engage the Malaysian public in volunteer work for refugee children's education? This paper addresses this question by investigating the social media use of "Let's Tutor a Refugee Child". By using quantitative content analysis and social media analytics, this study analyzes the Facebook use on both message level and organization level. This study found that there is a salient divide between the different types of social media content and the interaction created online. It also found that the prevalence of advocacy messages based on the social media advocacy pyramid is very different. Over half of the all Facebook posts by volunteer organization fall into the "Information" category, followed by the "Action" category. "Community-building" posts seem to be neglected. With regards to the effectiveness of social media, this study found that (a) although volunteer organizations have managed to reach a significant number of members; they have failed to keep their members active on social media, (b) volunteer organization are not fully exploiting dialogical affordance of social media, and (c) volunteer organization have failed to get more members stepping up to action. This study contributes to social media literature by integrating different theories to show the utilization of social media by small-scale volunteer organizations.

Keywords: Social Media advocacy, Facebook online communities, dialogic communication, Refugee Children education, volunteerism

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1. INTRODUCTION

The current crises in the Middle East and Africa, such as the ongoing civil wars in Syria and South Sudan have left the United Nation Refugee Agency with the largest number of refugees since World War II. Malaysia has its own share of refugees and asylum-seekers. Data from UNCHR Malaysia (Figures At A Glance, 2016) shows "as of end September 2015, there are some 153,850 refugees and asylum-seekers registered with UNHCR in Malaysia". Malaysia's policy towards refugees is obscure and perplexed. On the one hand, Malaysia overly relies on cheaper and less-skilled foreign labor, which sounds promising for many refugees of neighboring countries. On the other hand, like most other Southeast Asian countries, Malaysia is not a signatory to the 1951 and 1967 refugee convention and protocol relating to the state of refugees, and ignores matters of citizenship and basic human rights of refugees such as education and does not protect refugees against refoulement. The Malaysian government has been very reluctant to provide formal assistance to refugees (Wake & Cheung, 2016). According to a study conducted by the International Rescue Committee (IRC), few refugees received any forms of aid and 92% of refugees did not receive any humanitarian aid or services over the course of a year (Smith, 2012).

However, there is a silver lining as Malaysia normally does not impede volunteer and humanitarian organizations from assisting refugees. The majority of these organizations have a social media presence in order to communicate with the Malaysian public. Contemplating the function and structure of these social media pages, groups call for research to investigate how social media is being used by small-scale volunteer organizations in Malaysia. The fundamental need of refugees for education has also lead to the formation of many social media groups and pages and initiated volunteer projects such as "Let's Tutor a Refugee Child". Social media made it possible for both refugees and non-profit organizations involved with refugee issues to get connected to the general public and harvest the potential of this free platform in order to solve the problem of education within refugee communities. Based on personal anecdotes and further investigation from authorities, "Let's Tutor a Refugee Child", with over 6,000 members by the end of August 2016, is one of the major Facebook groups which connects volunteers to provide tutors to refugee children. The Facebook group was an initiative by few like-minded individuals affiliated with the Cyber Care organization, started in January 2014 in order to present the concept of non-committal charity work and reach out to 10% of the existing refugee schools in Malaysia. With regards to functionality, "Let's Tutor a Refugee Child" is moderately active, updating an average of one post daily. This page merely focuses on the issues pertaining to refugee children's education, such as facilities and human resources, while other Facebook pages such as "Voice of Refugees" and "Volunteer Unites" cover a wider range of refugee's advocacy issues such as health, education, and civil rights of both adult refugees and their children.

These Facebook communities post updates on the status of refugee children and create weekly events for tutoring sessions. These social-media based groups are usually administrated by volunteer managers and also a few other experienced volunteers who play an invaluable role in creating conversations about refugee issues and drawing in potential volunteers to the project. Social media sites such as Facebook enable active volunteers to share pictures and stories of their previous experiences with a link to upcoming events. The interactive aspect of social media assists like-minded individuals (non-volunteers) to engage in conversations with volunteers and receive their feedback.

For volunteer organizations with low resources, communication with stakeholders is one of the biggest challenges. The Facebook groups have been utilized as a means of communication but not yet studied or evaluated to discern whether organizations were able to unlock social media's full-potential. The online community for the refugee children's education in Malaysia is expanding every day and reaching out to an extensive audience through social media. Yet many of these volunteer organizations struggle to raise awareness about refugee education in Malaysia and have failed to recruit and retain volunteers. The main purpose of this study is to understand the social media use of "Let's Tutor a Refugee Child" as a small volunteer organization involved with refugee children's education in Malaysia and evaluate its effectiveness.

The interactive and decentralized nature of social media sites, such as Facebook and Twitter, offer new possibilities for non-profit organizations to communicate with their stakeholders and engage them in volunteer and advocacy practices (Waters & Jamal, 2011). While an evolving body of literature has studied the utilization of social media focusing on whether non-profits utilize social media and which platform is more favorable (Bortree & Seltzer, 2009; Greenberg & MacAulay, 2009), few studies have gone the extra mile to explore how much and to what extent social media is being used (Kim, Chun, Kwak, & Nam, 2014).

The research questions of this study are very explicit: How is a small volunteer organization using Facebook to engage the Malaysian public in advocacy work for refugee children's education? And how effective is this volunteer organization in using Facebook? To answer these questions, the following research objectives are formulated to shed light on the issue:

1. To determine the type and prevalence of social media posts, features and functions on one volunteer organization's Facebook group.

2. To evaluate the effectiveness of the Facebook group used by the volunteer organization based on three variables of community reach, community interaction and community action.

This study focuses on a two level analysis of social media: Organization level and message level. To date, this type of investigation has not been conducted with regards to the use and effectiveness of social media in volunteerism for refugee children's education in Malaysia. This study will provide better understanding of the potential of social media to draw in more volunteers for the community-based schools and informal tutoring sessions, and may eventually provide improved education to the

deprived refugee children in Malaysia.

2.   LITERATURE REVIEW

This study is interdisciplinary and combines the two research areas of online social media and volunteerism management. Unlike social media use in the for-profit industry, the literature on social media use of volunteer organizations is very much confined to few noteworthy researches (Farrow & Yuan, 2011). While the use and effectiveness of social media in for-profit sectors are measured based on metrics and variables which directly or indirectly aim at monetary goals and return on investment (ROI), the yardstick for social media effectiveness for volunteer organizations is related to the mission and objective (Drucker & Drucker, 2004). Metrics such as exposure, acquisition, reach, engagement, influence and sentiment, which have been regularly analyzed in for-profit organizations, are devised for marketing purposes. These metrics are not well-suited for the context of volunteerism as they are based on business concepts of ROI. In non-profit organizations, the ultimate strategic goal is fulfillment of a social mission—the creation of public value (Lewis, 2005). Therefore, metrics of social media effectiveness for volunteer organizations should be redefined and set based on volunteerism missions and objectives.

2.1   Social Media and Volunteer Organizations

With regards to volunteerism, online social media has a lot to offer in order to fulfil different roles and introduce new ways to recruit, retain and manage volunteers. Social media enables users to be a part of an online community where ideas, pictures, and videos are shared, where polls and events are created, and where both weak and strong relationships are built. Members of an online community can directly communicate and connect to the organization.

Volunteer organizations also have an access to members' extended networks in order to reach a vast group of potential volunteers. Timeline, newsfeed, notifications and other features of social media expose the activities of volunteers to their network of friends, which can have a self-reinforcing effect and encourage the others to become volunteers as well. Online social media allows volunteer organizations to reach and create a large community of likeminded individuals with similar interests on a specific issue. It also provides a sense of belonging to the community members and decreases the feelings of isolation (Ellison, Steinfield, & Lampe, 2007). Over the past few years, the use of social media in non-profit organizations has escalated and major non-profit organizations consider at least one of the three popular platforms of Facebook, Twitter and Instagram as a critical part of their communication strategies. However, one study believes that social media is usually regarded as "just another means of communication" or another useful tool in their vast media and public relations resources and not an all-encompassing or significant technology that would change the way they communicate with their stakeholders (Barkhuus & Tashiro, 2010, p. 4).

According to a study on the content analysis of 275 Facebook profiles of non-profit organizations, only 35 of these organizations utilized social media capabilities for the volunteer opportunities such as recruitment and retention. Most of organizations have drastically failed to capitalize social media's capabilities (Waters, Burnett, Lamm, & Lucas, 2009). Other studies such as a Facebook profile analysis of 50 environmental advocacy groups (Bortree & Seltzer, 2009) and 43 Canadian environmental organizations (Greenberg & MacAulay, 2009) collectively illustrate that non-profits have adopted social media as communication strategy. However both studies accentuate the fact that volunteer organizations have not fully utilized the potential of social media. Most non-profit organizations do not have documented social media strategy, and studies suggest a significant gap in the understanding of social media as an important communication tool.

With regard to the utilization of social media by non-profit organizations, studies usually discuss the basic informational uses, favorite platforms and frequency of posts (Bortree and Seltzer, 2009). Few studies focus on the message which is disseminated on social media. The most pertinent study on how the non-profit organizations are using social media on message level is the recent work by Lovejoy and Saxton (2012), which classifies the organizations tweets into three categories: Information, Community and Action. The "Information" function represents the tweets which involve information about the organization and its stakeholder's activities and news. The "Community" tweets include all tweets which aim to enhance interaction and conversation with stakeholders and eventually create an online community. The "Action" function refers to all tweets that serve to mobilize followers to take actions such as attending events or donating money.

Guo and Saxton (2014) proposed the pyramid model of social media advocacy based on previous studies on the importance of message analyses. Their hierarchical model involves three stage process of (1) reaching out to people; (2) keeping the flame alive; and (3) stepping up to action. Initially, the organization requires reaching out to the users on social media in order to create awareness with regard to their cause and intended message. Once an online community is created, sustainable relationships and dialogic communication should not be neglected in order to keep the flame alive among the followers and supporters. The final step is to put the forces of advocacy into action and mobilize the supporters and followers. Both models of Lovejoy and Saxton (2012) and Guo and Saxton (2014) accentuate the importance of consecutive layers in the process and message in order to understand how organizations leverage social media for raising awareness, relationship-building and mobilization.

2.2   Social Media and dialogic communication

According to a study by Barnes and Andonian (2011) on social media adoption of the corporations, 62% of the 2011 Fortune 500 companies have adopted Twitter and 58% have a corporate Facebook account. The high adoption rate of social media by non-profit organizations indicates that this communication tool has lot to offer. What makes social media stand out among the other means of communication is the interactive and dynamic nature of it, which also facilitates a more meaningful relationship between the organization and stakeholders. Contrary to traditional top

down communication which was based on the sender and receiver's unidirectional relationship, dialogical communication emphasizes the importance of relationship building in a two-way communication form. The theory of dialogic communication (Kent & Taylor, 1998) has been extensively used in public relation studies to explicate the interactive nature of Web 2.0 and the opportunities it offers for the relationship building with stakeholders. The Dialogic theory and the five principles, which are formulated under it, provide a practical framework to explain the various interactive features of social networking sites such as Facebook.

Dialogic theory suggests five different principles of dialogic loop, usefulness of information, generation of return visits, ease of use/interface, and conservation of visitors. Dialogic loop points out to the opportunity to receive feedback from the public and the ability of organization to respond to the public. The usefulness of information denotes fulfillment of the need for information. This principle believes that the stakeholders are supposed to receive information promptly through different media and formats such as video, text, etc. The generation of return visits believes social media pages and groups need attractive material to create frequent repeated visits. The ease of interface explains that the design and structure of social media need to be easy. The last principle of conservation of visitors emphasizes the fact that organizations should keep their audience on their social media rather than diverting them to other online sites and pages. According to dialogic communication theory, the existence of each of these principles in social media and communication strategies of non-profit organizations contributes to a meaningful relationship between organizations and volunteers.

This study proposes a new framework combing two existing theories of social media advocacy and dialogic communication in order to investigate both use and effectiveness of social media in volunteerism. Despite the differences between dialogic communication theory and pyramid of social media advocacy, both theories can be fruitfully integrated in order to understand the ways non-profit organizations use social media to communicate and reach their objectives. Social media advocacy theory has been used as conceptual framework for organizational communicative functions of social media. The results of a recent study which examined the social media uses of campus sustainability officers revealed that "Action" was the least employed function by communicators in comparison with two other functions (Carpenter, Takahashi, Cunningham & Lertpratchya, 2016). The "Community" function entails dialogue between the organization and its followers. On the other hand, many studies utilized the dialogic principles to examine the extent to which organizations communicate dialogically with their followers or consumers (Rybalko & Seltzer, 2010). The combination of both theories provides a more comprehensive approach to volunteer organization social media use. This not only investigates the type, extent and prevalence of social media communicative functions for volunteer organizations, but it also facilitates the evaluation of the degree of dialogic interaction.

The three staged pyramid of social media advocacy by Guo and Saxton (2014) offers a descriptive framework to set three measurable goals of community reach, community interaction and community action for social media use of volunteer organizations. The evaluation of the two variables of community reach and community action is very straightforward. However, the variable of community interaction is less concrete and requires integration of the dialogic communication theory of Kent and Taylor (1998) in order to understand how effective volunteer organizations utilize dialogic affordance of social media to generate community interaction. Conclusively, social media advocacy theory is used to answer this study's research question 1 and set the variables for question 2, while dialogic communication theory is utilized to explain and answer the variable of "community interaction" of research question 2.

3. METHODOLOGY

This research employs a case-study method. Case study is "an exploration of a bounded system or a case (or multiple cases) over time through detailed, in-depth data collection involving multiple sources of information rich in context" (Creswell, 1998, p. 61). Due to the specific context of volunteerism and social media, this study combines two theories of social media advocacy theory (Guo & Saxton, 2014) and dialogic communication (Kent & Taylor, 1998) in order to fit the research questions and fully comprehend the use and effectiveness of social media in volunteerism.

The primary source of data was collected directly from one volunteer organizations' Facebook group. This study reviews the Facebook group of "Let's Tutor a Refugee Child" by searching for posts related to volunteering, including texts, pictures and videos. In order to look at the entire activities of the organization's Facebook group and the frequency with which they use the various communicative tools and features available on Facebook platform, social media analytics come into play.

As its name implies, social media analytics is a tool which allows data to be obtained from social media and processed into structured insights for analysis and better understanding of social media activities. Facebook Insights is the Application Programming Interface (API) tool provided by Facebook to measure the most important metrics for organizations and download all the activities of their page over a period of time. However, unfortunately Facebook Insight is only confined to pages and does not encompass Facebook groups. The nature of "Let's Tutor a Refugee Child" is a closed group on Facebook, with core differences from a Facebook page. In order to monitor analytics for the Facebook group of "Let's Tutor a Refugee Child", the alternative analytics of Grytics is leveraged with the written consent obtained from the admin of the Facebook group. Grytics provides a few Key performance indicators (KPIs) and metrics, which are both common measures in web analytics research. Although this study draws on both KPIs and metrics derived from analytics to achieve an overarching understanding and evaluation of the social media usage, it believes new metrics and variables are needed in order to fit the context of volunteerism. Therefore, due to the magnitude and abundance of data, social media analytics was used as a tool to collect the raw quantitative data. However, some data such as all the posts by admins of the group, have been collected directly from the Facebook group.

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All activities of the Facebook group and other Facebook pages which are directly linked to "Let's Tutor a Refugee Child" are reviewed over the course of a year, from 1 September 2015 to 31 August 2016 in order to give sufficient time for the organization to send multiple types of messages. "Let's Tutor a Refugee Child" was created on January 2014. However, their online presence was not really significant during the first year of its existence. According to the admins of the group, they were still learning the basic details of how to utilize social media for the volunteering purposes to support refugee children's education. Therefore, this study only concerns the activities during the second year of the group, assuming the volunteer organizers have reached a better understanding of the social media features and functions.

On the first level, this study employs the quantitative content analyses reviewing all posts on the Facebook group of "Let's Tutor a Refugee Child" over the course of one year to examine the prevalence of previously identified communicative forms. A single code (information, community, action) from the communicative functions of social media advocacy by Lovejoy and Saxton (2012) is given to each of the organization's post and the frequency of each form of communication is investigated.

On the next level, to study the effectiveness of social media for volunteerism, this study has set three variables of community reach, community interaction and community action based on the three stages (reaching out to people, keeping the flame alive and stepping up to action) of social media advocacy theory by Guo and Saxton (2014). Both variables of community reach and community action are evaluated based on data which is collected directly from the Facebook group through third-party social media analytics of Grytics. In order to assess how effective organizations use social media for the purpose of community interaction, this study investigates the degrees of dialogic communication and measures the inclusion of dialogic principles (Kent & Taylor, 1998).

All posts are coded based on principles of "dialogical loop", "usefulness of information", "generation of return visits", "conservation of visitors" and "ease of use of interface" and also a coding scheme which is offered by Bortree and Seltzer (2009). Note that the ease of use/interface principle was replaced by ease of function. As this study is only concerned with the platform of Facebook there is no need to examine the entire interface. Therefore, only the function and features of Facebook groups is studied in comparison with other functions such as Facebook profile pages.

4.   FINDINGS
Prior to the in-depth message analyses of the volunteer organization's social media posts, this study first reports on the organization level analyses that reveal the use and extent of social media use by the volunteer organization.

4.1   Organization Level Analysis
Initially, this study examined all the activities of both members and the organization on the Facebook group of "Let's Tutor a Refugee Child" via data gathered from the third-party analytics of Grytics.

Table 1. Top 10 Most Engaged Members of "Let's Tutor a Refugee Child"

Name	Reactions	Incoming likes	Comments	Posts	Shares	Engagement score
Admin B	248 likes	1,815	220	123	3	714
Admin A	92 likes	1,766	207	145	0	589
User 1	134 likes	227	34	27	0	222
User 2	111 likes	100	18	3	0	153
User 3	119 likes	0	0	0	0	119
User 4	92 likes	0	10	0	0	102
User 5	66 likes	54	18	5	0	94
User 6	37 likes	171	32	11	0	91
User 7	85 likes	0	0	0	0	85
User 8	70 likes	0	5	0	0	75
		Min 0 Max 220 SD 84.72	Min 0 Max 145 SD 54.95			

Admins in an online group have leadership roles of generating engagement and encouraging members to be more active. Unequivocally, as shown in Table 1 both volunteer managers of refugee education organization who serve as the admins of "Lets Tutor a Refugee Child" come out on the top of the most engaged members with 714 and 589 engagement scores over the course of a year between 1 September 2015 and 31 August 2016. The engagement score is calculated as (2*the number of posts posted by the member + number of comments posted by the member + number of times the member has reacted on a post). The findings indicate that both admins of Facebook group are not only the most active in encouraging interaction by posting, reacting and commenting, they also receive the highest rate of reactions such as likes and comments from the other members. With regard to the number of posts, comments, likes and the engagement score generated by them; there is a significant margin between User 1, who is the most engaged among the group members, and both admins. Surprisingly, User 3, with no posts and comments over the course of a year, has made it to the fifth most engaged users. This clearly shows that very few users excluding two admins are truly engaged and contribute by creating content or leaving comments rather than being a passive recipient of the content. The high standard deviation indicates that both comments and posts are spread out over a wider range of values. Low-effort contribution from top engaged members raises the concern over what has been called "slacktivism" by Karpf (2010), and frames the question of whether the one-mouse-click act of liking could still be counted as an act of advocacy and engagement.

4.2   Social Media Content

Social media has gradually evolved into a wide array of forms including text, audio, videos, memes, infographics, live videos, podcasts , wikis and many more (Wright & Hinson, 2008). There has been a shift from social media to visual social media. In evaluation of the content of social media, photos and status updates are not weighted equally. According to the findings of a study of 4,445 brand pages including more than 670,000 posts by Socialbaker, videos posted online are most likely to reach the audience (Ross, 2015). Videos and photos have high chances to be seen by users; therefore, these types of media can potentially create a high level of engagement. According to the Nielson cross- platform report (2011) the popularity of video is due to its convenience to users. It is important to use content that resonates with the members of the online community as the audience. As stated by the Nielson cross-platform report (2011) Asians are more likely to watch a video on a mobile device. Mobile social networking is also very popular in Asia (Statista.com, 2016). In fact, considering the financial results released by Facebook for Q4 of 2015, 90% of Facebook's daily active users access it via mobile (Investor.fb.com, 2015).
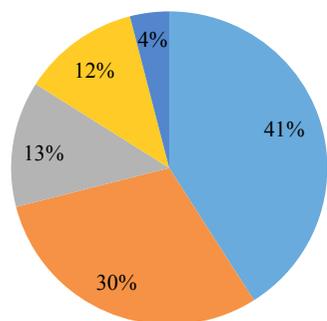
POST TYPES

Figure 1. Distribution of Post Types of "Let's Tutor a Refugee Child"

Figure 1 shows the distribution of post types in the Facebook group of "Let's Tutor a Refugee Child". The figure indicates that "Status" was the dominant type of content comprising 41% of all posts. "Photos" were utilized in 30 % of posts. Invitations to "Events" account for 13% of all posts. Links to other pages and websites comprised 12% of posts. "Videos" were undervalued as they only comprised 4% of all posts. It is pertinent to take the power of Facebook video into account as more and more people are getting engaged with video content. "Let's Tutor a Refugee Child" has clearly underestimated the power of video as one of the most viral and engaging types

of social media content. The video content as a marketing/communication approach is neither easy nor free. However, it could potentially contribute to the engagement and awareness level of the online community for the benefit of the refugee children education in Malaysia. Volunteer organizations should encourage their online community members to interact with their posts in social media. One of social media engagement metrics is the audience's reactions to the posts in order to study the level of engagement created by the volunteer organizations.
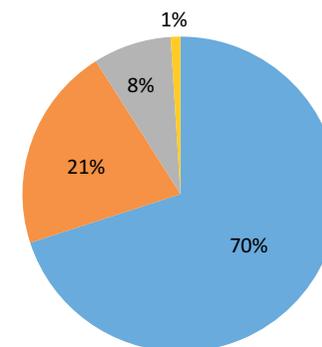
GROUP REACTION

Figure 2. Group Reactions of "Let's Tutor a Refugee Child"

Figure 2 shows variance and magnitude of reactions by members of Facebook group. The significant margin between the number of likes and comments of the members of the Facebook group proves the fact that most of the members were content-consumers rather than active engaged members. "Likes" account for 70 % of the group reactions in comparison with lower 21 % of "comments". Facebook defines the "Like" button as a way to give positive feedback or to connect with things users care about. Likes are widely perceived as a quick and easy nod, while comments verify higher level of engagement as they require time and effort. As the objectives of "Let's Tutor a Refugee Child" go beyond that of raising awareness about the current status of refugees in Malaysia and call for immediate action by the community in order to provide better education opportunities for refugee children, virtual empathy of one-click communication of "Likes" should not be equated with "composed communication" of engaging in acts of commenting (Burke & Kraut, 2016).

Table 2. Average Engagement

Item	Total
Total number of comments	1559
Comments likes	598
Number of comments	480
Average likes per comments	0.38
Average comments per posts	2.65
Average numbers of words	14.82

Table 2 shows what happened once the content is created and published on Facebook. Not surprisingly, the average likes per comments are far less than average likes per posts. Members of the group have used an average number of 14.82 words to comment on a post. Investigations of online activities, type of content and average interaction provide an insight into the current status of social media application by this volunteer organization.

4.3   *Quantitative Content Analyses*

For further investigation on social media use of the volunteer organization, this study proceeded with quantitative content analyses which involves coding of the organization's messages based on previously identified forms of communication. Through the deep-level message analysis of 258 posts by admins, raw text and visual data were condensed into summary format. Eleven posts have been excluded due to faulty links with no captions which made it impossible to detect the content. The content was coded based on social media theory in order to find clear links between the research objective and findings. The three pre-set codes of "Information, Community, Action" were assigned according to what was considered as the post's primary purpose and subsequently the prevalence of forms of communication was determined.

Table 3. Forms of Communication in Facebook Posts of "Let's Tutor a Refugee Child" between 1 September 2015 to 31 August 2016

Category	Example	Frequency	(%)
Information	"Sentul is closed this Saturday (20 aug) pls divert to other places in the klang valley"	138	53.4
Community	"It was through this volunteer group that everything started and now a child's dream came true, true story. Well done @Mark Bayoud for leading the way and @Nigel Foo for keeping this school open!"	29	11.2
Action	"Cybercare is running the first UNHCR refugee youth training programme in November n we need volunteers who can teach handicrafts and compose music. Anyone like to step up?"	91	35.2
Total		258	100

Table 3 shows the frequency and percentage of each identified forms of communication along with an example of each. Over half of the all Facebook posts by admins (n=138) fall into the "Information" category, which includes posts that give information about organization's activities, current state of refugees, schools, highlights from tutoring sessions and events, or other news, facts, reports. Only 11% (n = 29) fall into the "Community" category, which includes those posts which only serve to increase interaction and spark conversation among members which ultimately facilitate community-building by creating interpersonal ties among the members. The "Action" category includes 35% of all posts (n = 91) and involves those posts that directly ask the members to step up and do something such as invitation to the tutoring events or asking for donations. The findings of content analysis shows that community-building posts seem to be neglected by this volunteer organization, while majority of posts fall into the information category. In other words, most of the time organization drips or blasts messages which either tend to raise awareness about the state of refugees and schools or call for actions such as donations. In the three layered hierarchical model of social media advocacy, community building was either missed or trivialized. It is through a meaningful community-building approach that the message is amplified and the forces are mobilized.

4.4   *The Effectiveness of Social Media in Volunteer Organization*

In order to decide whether a volunteer organization uses social media effectively to nurture their online community, it is crucial to establish a useful link between social media and volunteering. There are not many priori theories with regard to efficiency of social media in volunteerism context. Theories of volunteering are mostly concerned with volunteers' motivation, while the majority of social media mostly discuss the sentiment and decision making of users and analyzing data in the behavioral frameworks. Even less has been written about evaluation of social media metrics and KPIs.

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Guo and Saxton (2014) have developed a descriptive model for better understanding of social media advocacy based on three communicative forms of information, community, and action by Lovejoy and Saxton (2012). The three stages pyramid-like model of social media advocacy includes: reaching out to people, keeping the flame alive and stepping into action. The nature of "Let's Tutor a Refugee Child" is an online community with a closed privacy setting. Based on social media advocacy model of Guo and Saxton (2014) and the nature of the Facebook group, this study has set three variables to evaluate how effectively the volunteer organization uses Facebook.

4.5   Community Reach

One of the primary objectives of the use of social media as a marketing and/or communication platforms is to reach the specific audience and expose them to information. Reach as a metric for audience size is the context of the content. Size is one of the important characteristics of groups, communities and societies. A large-scale group of environmental activists could potentially bring more and better changes to the greener future and sustainable world. Therefore, a larger and extended community will be more effective. "Let's Tutor a Refugee Child" had grown to 6,145 members by the end of August 2016.

This study is very much aware of the significant difference between a passive recipient of content and active members. This section is concerned with the number of active members which is calculated based on all members that have posted, commented or reacted on a post at least once. Obviously, most of the reactions and comments have been generated by active members. According to the Figure 3, the number of active members has drastically increased after September to over 300 members but later on it decreased and fluctuated between December 2015 and February 2016. In the second six months of the year, the trend holds constant between 200 and 250 active members. Overall, the number of active members has increased from the start of the evaluation period.
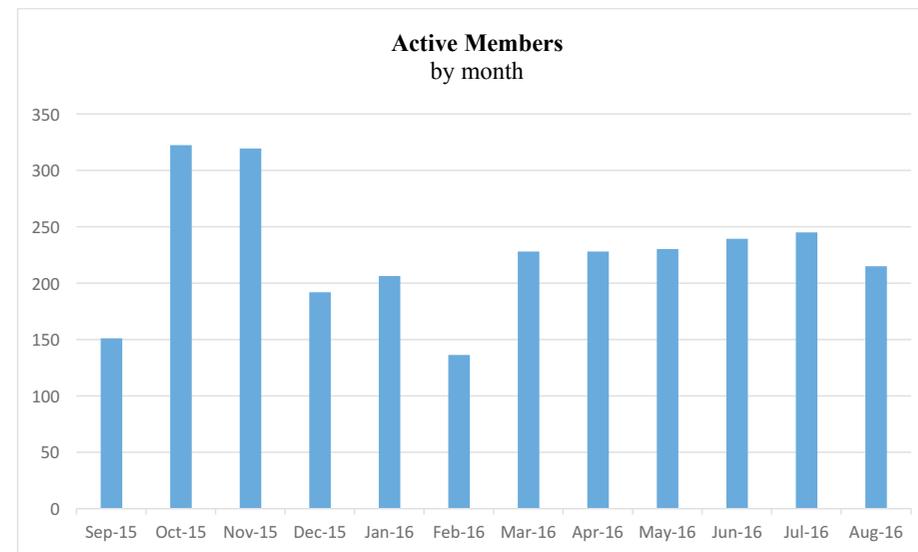

Figure 3. Active Members of "Let's Tutor a Refugee Child"

4.6   Community Interaction

Evaluation of social media interaction has been mostly regarded as simply counting the number of likes, comments, shares and etc. However, this study focuses on how this volunteer organization capitalizes on the dialogic affordance of Facebook in order to generate interaction among the members. Moreover, the size of crowd-sourced content has also been taken into account.

4.6.1   Dialogic Communication

In order to assess how effective organizations use social media for the purpose of community interaction, this study investigates the degrees of dialogic communication. This study assesses to what extent the communication is dialogic with regards to the Facebook group of "Let's Tutor a Refuge Child" and whether this volunteer organization did fully utilize the dialogic communication features of social media. While dialogic communication is based on relationship and community building, social media offers a great platform for it and volunteer organizations are required to exploit this feature in order to facilitate the process of achieving their objectives. Based on Broom, Casey and Ritchey (1997, p.97), "Relationship formation and maintenance represents a process of mutual adaptation and contingent responses".

In total, 37 items are created for coding which are listed in Table 4. In order to evaluate whether non-profit organizations are making dialogic use of Facebook, inclusion of any items associated with each dialogic principle has been initially coded as "Yes" and exclusion of any items has been coded as "No". Consequently, the score is measured based on the number of "Yes" coded items and dividing it by the total items of each principle.

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Table 4. Dialogic Principle Scores

Item (37 Items)	Score
1. Dialogic loop	**Score: 0.66**
1.1 Opportunity for user-response (text, multimedia, reaction) = Y	*(8 Y's , Total 12)*
1.2 Encourage users to contact organization = Y	
1.3 Opportunity to vote (poll) on issues =Y	
1.4 Survey, questions to voice opinion on issues= N	
1.5 Encourage users to crowd- source the content on Facebook group= Y	
1.6 Replies and shout out to members (specifically mention members @)= Y	
1.7 Offers regular information through e-mail = N	
1.8 Opportunity to take action on issues =Y	
1.9 Organization's response =Y	
1.10 Group chat= N	
1.11 Competition= Y	
1.12 Facebooklive= N	
2. Usefulness of Information	**Score : 0.45**
2.1 Press releases (or links to press release) = N	*(5 Y's, Total 11)*
2.2 Speeches (text or video formats) = N	
2.3 Downloadable graphics = Y	
2.4 Audio/visual capacity= Y	
2.5 Media contact number= N	
2.6 Factsheet and annual reports= N	
2.7 Statement of philosophy or mission = Y	
2.8 Information of how to become affiliated = Y	
2.9 Information of how to contribute money or gift= N	
2.10 Share of relevant information from other groups and pages= Y	
2.11 Information is helpful or informative for members = Y	
3. Conversation of Visitor	**Score : 0.33**
3.1 Recent updates (Within 24 hours)= Y	*(1 Y's, Total 3)*
3.2 Links to organizational Website= N	
3.3 Links to organizational SNSs= N	
4. Generation of Return Visit	**Score 0.12**
4.1 News forums (regularly scheduled)= N	*(1 Y's , Total 8)*
4.2 FAQ's or Q&A's= N	
4.3 Link to other websites= N	
4.4 Links to other social media accounts= N	
4.5 Calendar of events= N	
4.6 Posting news within last 30 days= Y	
4.7 Explicitly asking members to return to Facebook group in the future= N	
4.8 Explicitly asking members to turn on their notification= N	
5. Ease of Interface	**Score : 0**
5.1 Easy to post content= N	*(0 Y's, Total 4)*
5.2 No Time lags on user-submitted content= N	
5.3 Making important links clearly identified= N	
5.4 Exclusion of faulty links= N	

As shown in Table 4, the principle of "dialogic loop" has the overall highest dialogic score among the other principles, which indicates that the organization has fairly capitalized on the technical features of Facebook to interact with stakeholders and volunteers. Considering the objectives of volunteer organizations, dialogic loop is arguably the most important dialogic principle to facilitate engagement and mobilize people. According to a study of 60 non-profit environmental organizations' Facebook, the scores for conservation of visitors were the highest as opposed to the principle of dialogic loop, which was the lowest (Kim, et al., 2014). Although the majority of organizations in other studies did not show strong performance on dialogic loop, the results from "Let's Tutor a Refugee Child" indicate that this volunteer organization has valued its interaction with members greatly in comparison with other principles.

Respectively, "usefulness of information" has the second highest scores, meeting less than half of the items for this principle. The volunteer organization provided practical information about how to become affiliated, about the organization's philosophy and mission, but much more information on important fact sheets, annual reports, contact numbers, etc. were missing. Finally, "conservation of visitor", "generation of return visits" and "ease/use of function" have failed to achieve a significant score. The absence of useful links, calendar of events, and Frequently Asked questions (FAQ's) hinders the generations of return visits by organizations. For instance, a volunteer organization can simply and explicitly ask members to turn on their notifications. This way, members could possibly be encouraged to return to the Facebook group upon receiving a notification.

The principle of "ease/use of function" has scored zero due to highest security and control settings for the Facebook group which obstructs the engagement and interaction among users. For instance, time lags on user-submitted content interrupts the conversation. It discourages the users who want to ignite a conversation by submitting content, knowing it might take hours to receive the approval for the posts. Overall, these findings reiterate previous research (Bortree & Seltzer, 2009), suggesting that non-profits are not taking full advantage of dialogic potential of social media.

4.6.2   *Crowd- sourced Content*

Not only is the nature of "Let's Tutor a Refugee Child's" online community based on crowd-sourcing and crowd-funding, but the vast majority of successful volunteer organizations heavily rely on the active contribution of a whole network of individuals. This study is not concerned with the monetary concept of crowd-funding which is also a sub-set of crowd-sourcing. This section studies the member-generated content by non-admins which reinforces a community and encourages engagement. Both social media and crowd-sourcing are formed based on shared characteristics of people coming together to contribute. Merging these two mutually reinforcing forces would generate significant results. Therefore, this study also measures the magnitude of crowd-sourced content in order to evaluate the effectiveness of social media in volunteerism.
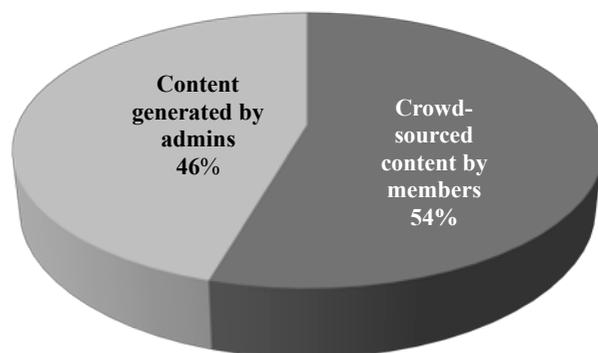
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Figure 4. User-generated Content

As shown in the Figure 4, a significant 46% of posts were initially generated by only the two admins of the Facebook group. On the other hand the contribution of 6,210 members of the Facebook group, which is called crowd-sourced content, comprised only 54% of the total number of the posts.

4.7   *Community Action*

The most important measurable goal of any non-profit organizations is action-related results. In the context of the use of social media use by non-profit organizations, the question is framed to understand whether social media is effectively encouraging time or financial donations and generating action.

To reach the objective of providing monetary and human resources for refugee children's schools in Malaysia, "Let's Tutor a Refugee Child" has capitalized on Facebook to create regular-basis tutoring sessions. This section of this study tends to evaluate whether the volunteer organization effectively mobilized members of online community to give up their time/resources to volunteer for refugee children in Malaysia. All events created by the admins of the volunteer organization have been studied in order to calculate the number of members which were mobilized to volunteer for refugee children's education. It needs to be considered as one limitation to this study that the number of members who were mobilized online to take action by responding "Going" to an event does not necessarily equate to the number of volunteers who actually showed up on the event date. Clicking "Going" on a Facebook event doesn't bind the person into actually attending and might not provide an accurate head-count of volunteers. Unfortunately the organization has no data on the number of people who showed up on the event dates. However, according to the admin of "Let's Tutor a Refugee Child", "The actual number of the volunteers who show up in each center is different from the number of people who RSVP-ed on event and responded to the poll to select their centers. Some centers are overcrowded while others have few volunteers".

Since this study is only concerned with social media use of volunteer organization, it only measures the number of members who were "Interested" in the event and

"Going" to the event on a virtual participation level. Over the course of a year between 1 September 2015 and 31 August 2016, there were 37 events created and promoted on the Facebook group. Two of these events were omitted from the list as they were invitations to seminars and talks on global refugee issues. This study has only considered the events which were merely created for the purpose of tutoring the children. Both respondents who were "Going" and "Interested" are considered. Every time someone RSVPs as "Going" or "Interested," a notification is created in their news feeds.
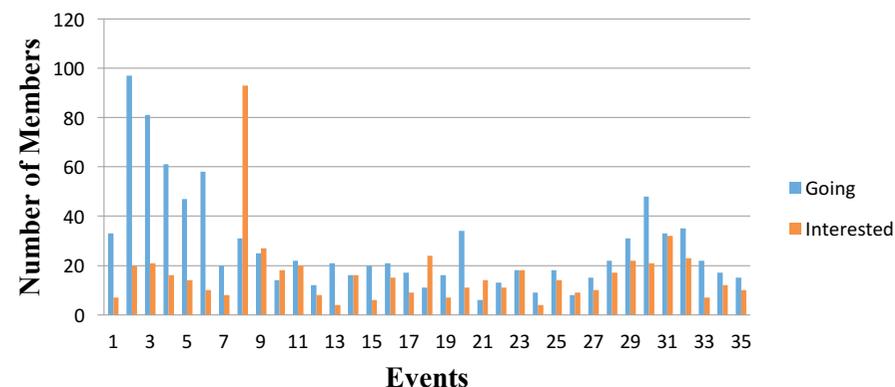

Figure 5. Virtual Participation in Events

Figure 5 demonstrates the number of members who responded to the events as "Interested" and "Going". At the beginning of the period, there were more members who responded "Going" to an event. After event number six, the total number of people who responded "Going" to an event drastically decreased to less than 40 and remained below that for almost six months. It is clear that the volunteer organization has failed to keep the number of people who are "Interested" in or decided "Going" to event high.

Whether used by organizations with low resources or by political opposition and activists, Facebook groups are considered a good way of getting the public's attention for an event or for a cause. When a particular social media group or page attracted a certain number of members, traditional mass media would report on it. This study highlights the importance of social media events in mobilizing people to take action. For instance, the Women's March in Washington was started with people responding to a Facebook event page created on election night. About 234,000 people responded "Going" to the event. However, the actual number of people who showed up was much higher than indicated by the "Going" responses on the Facebook group. According to two crowd scientists Marcel Altenburg and Keith Still of Manchester Metropolitan

University in Britain who shared their estimations with the *New York Times*, at least 470,000 people participated in the Women's March by 2 pm (Wallace & Parlapiano, 2017).

Although the "real" participation is far more effective and worthy of respect in comparison with clicking "Going" on a Facebook event, volunteer organizations need to encourage more members to respond to a Facebook event. There are several points to consider with regard to virtual participation to an event. Initially, converting Facebook event attendees into real volunteers is much easier than targeting all members of the group. Mobilization of people through groups is more important for those who already have an organizational affiliation (Gustafsson, 2012). Secondly, unlike the Facebook group which is set to private, events created from the "Let's Tutor a Refugee Child" group are public – that is, anyone can see them, even people who are not members of the Facebook group. Members who are responding to an event's invitation will increase the event's exposure on Facebook's news feed. Thirdly, people who have responded to an event are more likely to invite other people to the event. Volunteer organizations can take time to review non-members who were invited by members in order to encourage them to volunteer and expand their network. The important role of social media in generating action and mobilizing people should never be underestimated. Volunteer organizations should set a goal to get as many RSVPs as possible and take advantage of this useful and yet free social media platform.

5.   DISCUSSION AND CONCLUSION
This study suggests a two-dimensional review of social media use of volunteer organizations. The organizational level analysis is confined to social media analytics and the process of monitoring one organization's social media content and thereafter processing gathered data into structured insights based on the organization's goals and objectives.

With regard to the context, the Internet Users Survey 2016 by Malaysian Communications and Multimedia Commission reports that 80.0% of Internet users in Malaysia visit social media sites. Of those, 96.5% are through Facebook and obtaining 69.5 % of their information from online videos (2016). This report denotes not only the fact that social media presence is vital for volunteer organizations, but also that the type of social media platform and content have to be chosen deliberately in order to convey the message to the right audience. This key takeaway from the study should be relevant for any organization that relies on volunteers.

The message level goes further by meaningfully examining different form of communication, the content of each post and its direct relevance to the core advocacy mission. This study believes both levels of analyses are required in order to fully understand the role of social media in volunteerism and advocacy work. With regard to communication forms, this study found that to the largest extent, the volunteer organization in our case study tends to put effort into providing information to stakeholders followed by calling them to action and eventually building an online community as the last priority. What the organization missed here is community-building, which potentially creates a longer term benefit than the traditional binary approach of pointing out a problem and asking members to take action. The interaction between organization and stakeholders nurtures a sense of reciprocity and connectedness between volunteers and the goals of the organization. Understanding the need for community-building and embracing the new changes in communication modes could eventually lead to a significant exposure of the issue and massive mobilization of the audience. Overall, the descriptive nature of social media advocacy theory explained how "Let's Tutor a Refugee Child" utilizes its Facebook group in order to communicate with stakeholders for the purpose of refugee children's education. It also shows how advocacy should always be perceived as a process with different stages. None of these stages can be neglected if organizations intended for sustainable advocacy work. For instance, bombarding the stakeholders with "Action"-related posts and asking for their donations could only be effective, if "Information"-related posts have already informed them about the status of the issue and "Community"-related posts already created a sense of belonging to a group who cares about the issue. The current status of the refugees in Malaysia and the problems they are encountering is still under-reported. Communities of volunteers are under-developed and therefore action-related results are not very large in scale. However, the impact and significance of small endeavors should not be underestimated in order to change the status quo.

Concerning the effective use of social media in the volunteerism context, this study has examined three variables of community reach, community interaction and community action. Analysis of community reach reveals that although "Let's Tutor a Refugee Child" managed to reach the significant number of 6,145 members by the end of August 2016, the average number of active members is confined to approximately 3.5 percent. Although the importance of a wider audience cannot be ignored, the more important question to ponder is how many of these members have actually read, viewed or listened to the disseminated content. The interactions which are generated afterwards could possibly prove that the content has been seen.

Community interaction as the second variable explored the extent of dialogical communication employed by the volunteer organization. The study findings were consistent with previous research (Bortree & Seltzer, 2009; Waters et al., 2009) underscoring the fact that volunteer organizations did not fully utilize the dialogical potential of social media. Comparatively low scores in the employment of each dialogic principle implies that the volunteer organization is not well-informed about the unique technical attributes of Facebook and the opportunity it offers to connect and interact with the audience. Although the principle of "dialogic loop" scored higher in comparison to others, the principle of "ease/use of function" has scored zero due to the highest security and control settings for the Facebook group. This clearly obstructs the engagement and interaction among users. This study believes that volunteer organizations such as "Let's Tutor a Refugee Child" should be more vigilant about the importance of all of the different principles of dialogic communication in order to give the audience reason and opportunity to interact.

Moreover, this study believed that the member-generated content by non-

admins reinforces community and encourages interaction. The findings showed that organization has failed to encourage crowd-sourced content as two admins of the Facebook group are accountable for more than 46 percent of posts in comparison with 54 percent contribution of more than 6100 members. The last and perhaps the most important measurable goal of social media use of volunteer organization lies in action-related results. Comparing data over the study period, the total number of people who responded "Going" to an event has drastically decreased, which clearly indicates that the volunteer organization failed to mobilize enough people for tutoring sessions.

By combining and utilizing two different theories, this study reached a more comprehensive understanding of social media use of one volunteer organization in Malaysia. Social media advocacy theory only provides framework to calculate the prevalence of communicative functions. The two functions of "Information" and "Action" are very straightforward to evaluate. The "Community" function, which entails dialogue between the organization and its followers, required more meticulous analysis. Dialogic communication theory examines the extent to which organizations communicate dialogically with their followers. Therefore, findings from this study should encourage new approaches to social media use by volunteer organization. Future research should seek to further develop a multi-dimensional framework in order to embrace different aspects and levels of social media use and ultimately facilitate the long-term advocacy goals of volunteer organizations.

This study believes social media and volunteerism have a unique mutual relationship which both are benefiting from. On the one hand, volunteerism needs a unique platform to reach out to a massive audience. On the other hand, owing to its popularity to human support, social media should also give back to society by fostering community engagement, civic participation and highlighting the setbacks of marginalized and minority groups. The function of social media in non-profits manifest in marketing, campaigning, recruitment, management, etc. Social media has the potential to be utilized as a volunteer managing tool with a high mobilization effect.

In conclusion, this study contributes to an understanding of the limited literature on volunteer management for refugees and fills small gaps within the more saturated research areas of social media studies. The two-level analysis utilized in this study contributes to a better understanding of the role of social media in the volunteerism context. With regard to strategic implications for the global refugee crisis, this study is also valuable for Malaysian non-profit organizations which tackle refugee issues such as education. This study further opens up a potential new area of research to study social media use of resource-strapped small volunteer groups involved with important issues such as refugee children's education. While most studies surveyed the largest non-profit organizations and took a general look at the social media use of volunteer organizations, this study has taken a unique approach to explore a small organization involved with refugee children in Malaysia in a far more detailed outline than might be possible if trying to deal with a large number of organizations.

The primary limitation of this research relates to its application of the case study method. As the findings are not generalizable, we have no way of knowing, empirically, to what extent the findings from "Let's Tutor a Refugee Child" are similar to or different from other organizations. Therefore, future studies need to establish a sample which represents a larger population and also investigate whether the current findings apply to other organizations as well. This study was merely concerned with Facebook groups, and future research could possibly use additional themes that emerged from these findings to explore other platforms such as Instagram, Twitter, etc. Not only can small volunteer organizations refer to this study to increase volunteer recruitment and retention through social media, but international agencies such as United Nations High Commissioner for Refugees (UNHCR) and, Save the Children could also use these findings to develop a larger scale study to further investigate the role of social media in volunteer organizations.

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