USING CONTENT ANALYSIS TO EXAMINE THE RELATIONSHIP BETWEEN

COMMERCIAL AND NONPROFIT ORGANIZATIONS' MOTIVES AND

CONSUMER ENGAGEMENT ON FACEBOOK

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Master of Arts

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by

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The undersigned, appointed by the dean of the Graduate School, have examined the thesis entitled

USING CONTENT ANALYSIS TO EXAMINE THE RELATIONSHIP BETWEEN

COMMERCIAL AND NONPROFIT ORGANIZATIONS' MOTIVES AND

CONSUMER ENGAGEMENT ON FACEBOOK

Presented by Katherine Reichenbach,

A candidate for the degree of Master of Arts,

And hereby certify that, in their opinion, it is worthy of acceptance.

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Professor Brad Best

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Abstract

This study is a content analysis of 20 Facebook pages from 10 nonprofit organizations and 10 corporate organizations, and the organizations' motives for communicating with consumers on the social media network. While prior studies have focused on identifying consumer motivations for social media use, the present research identifies marketers' motivations for communicating with their audiences on social media, specifically, Facebook. The study seeks to discover whether posts from corporate brands, with greater advertising budgets, lead to higher consumer engagement on social media or whether social media levels the playing field enabling nonprofit organizations to compete with big corporations in engaging consumers on Facebook. The study is guided by the research question: What are companies' motives for posting on organizations' Facebook pages? Additionally, this study seeks to examine whether an association exists between company posting motives and number of consumer followers/posters. The study will also compare the level of consumer engagement between corporate and nonprofit Facebook pages. This was accomplished with findings from a content analysis of Facebook posts from the top 10 corporate brands and top 10 nonprofit brands' Facebook pages. Theoretical and practical implications are discussed after identifying companies' intrinsic and extrinsic motives from a content analysis of the Facebook page.

Ch. 1 INTRODUCTION

Purpose of Study

The purpose of this content analysis study is to identify company motivations for posting on Facebook pages in an effort to engage consumers to interact with brands on social media. The study will draw on Uses and Gratifications (U&G) and Self-determination Theory (SDT) to explore the link between motivations of companies and their usage behavior involving interaction with Facebook users. Motivations can be defined as general inclinations people, or companies, have to fulfill a need leading to certain behavior in order to gratify the need (Papacharissi & Rubin, 2000). Applied to the present research, motivations are defined as the marketing reasons why brands are communicating in different ways with their audience on Facebook. The Facebook usage behavior of marketers will be defined by several categories, including information providing, product promotion, and incentive provision, to name a few.

Rationale

With the emergence of social networking sites came a new style of online communication and social action. Rodgers and Thorson (2000) explain analyzing motives for Internet usage is key to learning how to execute successful online marketing strategies. This theory testing literature review applies U&G and SDT to the social networking site Facebook in an effort to discover motives behind companies' and nonprofits' communication with users on Facebook. The researcher has chosen this particular type of literature review in order to test the theory and accomplish her goal of summarizing the existing research in order to identify emerging common themes. The researcher would

also like to acknowledge criticisms of U&G and give her justification for moving forward with a different, more established theory, the self-determination theory.

This paper describes literature relevant to research on brands' motives for communicating with users on social networking sites. Some of the major broad trends in this literature area include the history of the uses and gratifications theoretical background and the criticisms of the theory. The definition of motivations and user behaviors also emerge as major trends in the existing literature. The researcher hopes to make sense of the current literature and add to existing research by incorporating a valuable quantitative angle to the study of self-determination theory in relation to companies and their communication with consumers on social networking sites, specifically Facebook.

Ruggiero (2000) suggested consumer-brand motivations are a key concept in researching new media, such as online communication. Furthermore, for companies wanting to market to millennials, or the generation born after 1980 (Hendrickson, 2013), understanding their audience's motives for Facebook usage is critically important. Wilson, Fornasier, and White (2010) go as far as to suggest college students and young adults can be addicted to social networking sites like Facebook. Also, researchers suggest different motivations among Facebook users influence their use of different interactive features on Facebook (Smock et al., 2011), as well as company and organization Facebook pages. Understanding what drives effective communication between brands and their consumers on interactive social networking sites is crucial to executing successful marketing strategies on those platforms. This study seeks to fill an existing gap to the existing U&G and self-determination theory research, which currently revolves

around general Facebook use and not consumer-brand activity. Existing U&G and SDT research involves studies of Facebook groups, Facebook user-to-user interaction and other general themes. The current research does not provide insight into the interaction between users and organizations on Facebook, and that is what this study hopes to add.

The current study is guided by the research question: What are companies' motives for posting on company/organizations' Facebook pages? Additionally, this study seeks to examine whether an association exists between company posting motives and number of consumer followers/posters. The study will also compare the level of consumer engagement between corporate and nonprofit Facebook pages. This was accomplished with findings from a content analysis of Facebook posts from the top 10 corporate brands and top 10 nonprofit brands' brands' Facebook pages. The current study seeks to identify company motives by assessing Facebook posts attempting to engage consumers on Facebook and actions and attitudes (posted by consumers).

The next pages of the research are organized as follows: First, a literature review is provided including the theories used as a basis for the foundation of the research. Specifically, Uses & Gratifications (U&G) and self-determination (SDT) theories are used and literature regarding these two theories is reviewed. This leads to three primary hypotheses, followed by the method, data analysis and discussion section. Theoretical as well as practical implications are discussed.

Ch. 2 LITERATURE REVIEW

U&G Theoretical Framework

      Katz (1959), a major proponent of U&G theory, proposed a shift from the early perception that consumers were passive processors of media to the perception that audiences were actively seeking out and using media as a gratification of both psychological and social needs. In the 1950s, variables of psychological motivation were assumed to be the sole force behind media consumption (Wimmer & Dominick, 2011).

      Throughout the 1960s, the idea of an active audience began to gain acceptance in the industry. This new idea was proposed in direct comparison to the existing idea of consumers as a passive audience of media. The thought of an active audience was built around the theoretical assumption that consumers were actively seeking out the media so they could gratify a certain need (Ruggiero, 2000).

      In the 1970s, U&G theory was studied in collaboration with the psychology and sociology fields in order to research not only gratifications sought, but also gratifications obtained (Ruggiero, 2000). Shorty after, Katz, Blumer and Gurevitch (1974) defined U&G research as an approach examining communication processes beginning with the social and psychological origins behind individuals' needs for mass media in order to fulfill gratifications. These U&G concepts further rely on the assumption that consumers actively seek out media – social networking sites, in this case – in hopes of gratifying certain needs they have. It was at this time that audience motivations were considered by mass communication researchers to be a major part of their research.

Several theoretical models involving Facebook usage determinants have been analyzed in current research (Blachnio, Prezepiorka, & Rudnicka, 2013). This study will adhere to the shift in U&G theory by focusing its research on examining how companies can utilize their Facebook pages in an attempt to gratify users' motivations.

The researcher will discuss audience activity in the next section, but she would like to note that researchers have found audience activity depends on the amount of interactivity a channel offers (Cowles, 1989; Levy & Windhal, 1984). McMillan and Downes (2000) define interactivity as a form of engagement for users that gives users a sense of a 'place' in which the users can be active. The researchers explain that in order for a message to be considered interactive, the users must perceive the message in a certain way (McMillan & Downes, 2000).

In this study, the researcher will be analyzing the social media channel of Facebook. Facebook is the #1 outlet used by marketers to reach audiences with promotional messages and information (Stelzner, 2012). Social networking sites provide interactivity, allowing users to become part of the communication occurring between consumers and brands. The same interactive nature provides an opportunity to identify and understand the motivations marketers have for posting on Facebook and whether those motivations match the motivations sought by their audience.

Katz et al. (1974) describe the five main assumptions of U&G: (1) an active audience, (2) the audience member connects needs gratification with media choice, (3) the media is constantly competing with external factors to satisfy the consumer's needs, (4) audiences have their own motives for gratifying needs and (5) researchers must set aside their own judgments when researching U&G.

Internet scholars generally accept the fact that users are considered an active audience in seeking uses and gratifications online. Social networking sites are considered to be a form of user-generated content, which means users actively communicate with others, including brands, on these sites. This study seeks to identify and analyze the motivations brands have for posting in order to engage users on the platform.

Since the 1980s, U&G theoretical research has focused primarily on new media mediums, like the Internet and social networking sites (Boyd et al., 2007; Dwyer, 2007; Larose, Mastro & Eastin, 2001; Ellison et al., 2007; Papacharissi & Rubin, 2000). Researchers have conducted studies on the uses and gratifications of the Internet since its origin, yet the majority of existing U&G studies focus on traditional media.

Although criticisms of U&G were more commonplace in the 1970s (Tankard, 1997), several criticisms, such as heavy reliance on the individual and data collection issues, still exist. Ruggiero states a major criticism of U&G is the difficult nature of explaining results beyond the individuals studied (2000). Although the researcher is interested in the social aspect of the motivations driving both brands and consumers to communicate with each other on Facebook, she feels the U&G theory may not suffice.

Two of the main problems associated with U&G are the lack of a solid theoretical foundation and the extremely individualistic nature of the theory (Katz, 1987). Katz, Blumler and Gurevitch (1973) stated that U&G "barely advanced beyond a sort of charting and profiling activity" (p. 514). Researchers often criticize the theory's initial assumptions, stating that the theory has failed to provide an accurate causal explanation for media usage (McQuail, 1994).

Another major criticism stems from the reliance on self-reports, or personal memory, which is not always reliable (Katz, 1987). Using self-report as a methodology is not always accurate. Ruggiero (2000) suggests the uses and gratifications theory has been revived by the new technology of online communication, yet the current study will draw on a more developed theory, the self-determination theory. Existing U&G literature focuses on individuals, but marketers (organizations on Facebook) have uses and gratifications too. Therefore, it was important to study current U&G literature before deciding to focus on SDT, a more evolved theory.

Self-determination Theoretical Framework

Due to the limitations of U&G, the researcher has decided to move forward with a more suitable theory – the Self-Determination Theory (SDT). According to Deci and Ryan (2000), SDT can be defined as a theoretical approach involving human motivation that stresses the importance of the ability for people to self-regulate their own behavior. SDT focuses on the investigation of self-motivation from a physiological standpoint. The researcher will apply SDT to the 20 Facebook pages, assuming each company or organization is acting like a person. SDT is rooted in the belief that in order to optimize performance, research must be conducted on whether certain motivations are fostered or undermined (Deci & Ryan, 2000). The theory examines social environments, which coincides perfectly with the current study since Facebook is the embodiment of a social environment. The fact that SDT is concerned with the investigation of motivation exhibition is one of the main reasons the researcher chose SDT as the theoretical framework for her study.

Because SDT revolves around motivations, it is important to consider extrinsic versus intrinsic motivations and how that comparison will play a role in the study. A meta-analysis (Deci, Koestner, & Ryan, 1999) found that, contrary to belief at the time, extrinsic rewards do have the ability to undermine intrinsic motivation. In analyzing the nature of motivation, SDT finds that studying the reasons that move a person, or a company, to act allows for the identification of different types of motivation.

Motivations

Motivations can be defined as general inclinations people, or companies, have to fulfill a need leading to certain behavior in order to gratify the need (Papacharissi & Rubin, 2000). In relation to SDT, motivation concerns "energy, direction, persistence and equifinality" (Deci & Ryan, 2000, p. 69). Motivations can be measured through the theory researchers call "functionalism." Cooper et al. (1998) explain functionalism by stating, "Behavior is best understood in terms of the goals or needs it serves" (p. 1528). Rodgers and Sheldon (2002) explain when a person, or company, comes across an opportune situation aligning with his or her own needs, he or she will usually act on the motivation. For example, if a company has a motivation to provide information regarding a brand new product for consumers, the company will most likely act on the motivation if the social networking site provides a good opportunity to fulfill the unmet need (Rodgers & Sheldon, 2002).

According to Katz et al. (1959), Laswell (1948) developed one of the first motivation scales. Laswell (1948) asserted four main motivations of media audiences were entertainment, cultural transmission, surveillance and correlation. McQuail, Blumler and Brown (1972) further expanded on Laswell's motivations scale, updating the scale to

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include diversion, personal relationship, surveillance and personal identity. With the emergence of social networking sites and their increased levels of interactivity, there are now new motivations that may not exist within traditional media studies.

A major component of motivations is the distinction between intrinsic and extrinsic. According to Deci and Ryan (2000), intrinsic motivations are defined by a person's innate inclination to explore one's own capabilities. Extrinsic motivations differ since they are self-regulated, but not internally focused (Deci & Ryan, 2000). In the current study, intrinsic motivations are defined as the internal and self-authored motivations companies have for posting on Facebook, and extrinsic motivations are defined as motivations companies have for posting on Facebook that aim for some outcome aside from internal motives.

User Motivations in New Media

Several applications of U&G to new media exist, even some including social networking sites. One interesting set of motivations from the existing literature comes from Zhang, Tang and Leung (2011), who found entertainment, maintenance, emotional support, social surveillance, extension of networking and recognition to be strong Facebook gratifications. Another recent example involves a scale developed by Ebersole (2000) through a survey of college students. Ebersole (2000) found eight main motivations for Internet use: research and learning, communication and social interaction, easy access to entertainment, access to material otherwise unavailable, something to do when bored, product information and technical support, consumer transactions and games and sexually explicit sites. Although appropriate for general Internet use, these

motivations may not necessarily apply to social networking sites, which are much more interactive than the general Internet.

Another recent study, by Stafford, Stafford and Schkade (2007) elicited motivations for Internet use. This study identified three factors: Internet processing and browsing, social dimensions and content gratification (Stafford et al., 2007). While these factors apply well to Internet use, they are too broad to be used while analyzing social networking sites, such as Facebook.

Papacharissi and Rubin (2000) successfully combined existing motivations to create a new motivation measurement scale. He pulled from previous motivation measurement scales to develop three categories: interpersonal motives, new technology motives and media motives. While this scale is much more comprehensive than other scales, it still is suited for the broader Internet and not a specific social networking site; therefore, it will not be used for this study. Clark, Lee and Boyer (2007) conducted a study on Facebook use and incorporated several of the motivations from Papacharissi's et al. (2000) scale, including factors such as gathering information, passing the time and entertainment.

Researchers have suggested Facebook users are most often using the social networking site for 'social searching' or 'social browsing' (Wise, Alhabash, & Park, 2010). Also, Kim, Kim, and Nam (2010) suggest the influence of 'social motivations' and the 'cultural self' is important in determining motives for Facebook use. Urista, Dong, and Day (2008) conducted qualitative research to suggest young adults use Facebook to seek out and gain the approval of others. The researchers found a new question must be proposed regarding the extent to which users use Facebook to fulfill their wants and

needs (Urista, Dong, & Day, 2008). Along with this new proposition come several social networking site dimensions of user gratifications, such as the information, friendship and connection dimensions detailed by Bonds-Raacke and Raacke (2010).

Another valuable scale is Rodgers, Wang, Rettie and Alpert's (2007) extension of the Web Motivation Inventory (WMI), which incorporates modern Internet motivations. After an extensive synthesis of over 100 web motives, the four main motives identified were surfing, communicating, researching and shopping (Rodgers et al., 2007). This scale is valuable since it has been tested in the Internet marketing industry, as well as on student and non-student samples. Rodgers et al. (2007) demonstrate the WMI's reliability and validity through the multiple re-testing of the scale across different samples and time periods. This study will draw on previous motives scales in order to develop a new brand motivation scale seeking to discover the connection between companies' motivations for posting and the level of consumer engagement reached by the posts.

Brand Motivations

For decades, researchers have developed and tested models of recognizing that for promotional communication to be most effective, advertisers must have a firm grasp of the factors influencing purchase decisions (Shrum et al., 2012). In the current study, the focus is on persuasion, but the outcome variables of interest relate back to social media rather than purchase behavior. The argument is purchases do not occur in social media but, rather, social media are used as a vehicle or means of getting consumers to click on the brand's website to purchase the brand online, or in the physical store. The purpose of social media, such as Facebook, is to get a conversation started or attempt to sustain a conversation with a consumer so it is believed, at least anecdotally, that sites such as

Facebook are useful for accomplishing what might be typified as the "beginning stages" of the conversation rather than the end stages, such as whether or not the consumer decides to buy the advertised product. Companies aim to attract consumers to their brand through Facebook pages, including posts that serve a certain purpose. Yan explains one of the main goals of social media branding for a company is encouraging the company's audience to engage in a conversation with the brand (2011).

In researching user motives, it was found seeking information (Rodgers et al., 2007; Ebersole, 2000; Papacharissi et al., 2000), or researching, was a primary motive for Facebook use. A DEI Worldwide (2008) study suggests 70 percent of consumers have visited a social media site to obtain information (Fisher, 2009). Brands can capitalize on this opportunity by providing information to users through Facebook posts on their page.

Another major motive of users identified in the literature is shopping or purchasing a product or service (Rodgers et al., 2007; Ebersole, 2000; Papacharissi et al., 2000). According to DEI Worldwide, 49 percent of consumers make purchase decisions based on information they find on social networking sites (Fisher, 2009). This study suggests that because consumers often have a motive of product purchase, companies can post product promotions and incentive provisions on their Facebook pages to increase user engagement with and attraction to their brand.

This content analysis seeks to test the theory that brands can better understand whether the motives inferred through their posts associate with more followers, or more engagement or popularity, among consumers. After analyzing both user motives and marketer motives, the three main brand motivations that emerged from the literature were information provision, product promotion and incentive provision.

Online Social Networking Sites

Boyd and Ellison (2007) define online social networking sites as Internet services that provide individuals with multiple connections within a system. Online social networking sites are interactive in nature, and this is important to note in my study. Tremayne and Dunwoody (2001) define interactivity as a "give-and-take process" in which "a user and a site collectively construct meaning." This study applies the theoretical framework specifically to Facebook, which is the largest social network with over 727 million daily active users (Zuckerburg, 2013). Bonds-Raacke and Raacke (2008) found a vast majority of millennials, both male and female, used Facebook for a large portion of their day for various needs and wants.

The Interactive Advertising Bureau explains online social networking sites can be defined as functional sites that facilitate the exchange of information among users within a network (2008).

Facebook

Mark Zuckerberg, the founder of Facebook, explains the company developed 'pages' in November of 2007 so businesses and brands could create an online social presence and connect with its audience (2014). When a user likes or comments on a company's Facebook page post, the reach and exposure of the post is increased (Zuckerberg, 2014).

Because of Facebook's size and popularity, this study decided to have a narrow focus on Facebook instead of social networking sites in general. Sheldon (2008) found users often access Facebook to fulfill wants or needs previously filled by other forms of traditional media.

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According to Fairley (2014), Facebook drives more website traffic than any other social media platform. This is important for marketers who are trying to engage consumers through posts on their Facebook pages. In order to successfully attract users, Facebook marketers must understand the motives of their users and make sure those motives align with the company's motives for posting in the first place. Such Facebook gratifications and motives have been analyzed in prior research, yet there is a gap in research detailing uses and gratifications for consumer-brand interaction. This study seeks to discover the main motives for brands to use Facebook, as inferred through their Facebook posts.

This study examines existing literature related to the motives companies have to stimulate consumer-brand communication on Facebook. The problem statement suggests a need for identification and inference of the major reasons for consumers' online usage behavior in order for companies to improve their Facebook marketing strategies. Review of theoretic expectations suggested a uses and gratifications approach to analyzing this online consumer-brand interaction.

Social Media Engagement

Social media often plays a critical role in a company's branding. The number of comments and number of 'likes' are two metrics used to measure brand engagement on social networks, such as Facebook. In order to make effective marketing decisions, companies need to understand how to engage consumers on social media networks and how to measure success. *Harvard Business Review* (2010) published a research report stating nearly one-third of the companies surveyed do not measure the effectiveness of their social media efforts, and less than one-quarter of the companies utilize social media

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analytics tools to measure their social media effectiveness. These statistics reiterate the gap existing between the motives brands have for marketing on social media and the most successful ways to engage consumers on social media platforms. Because of the evolution of social media, or a two-way social space, a brand's presence online needs to become more and more focused on creating a conversation with users.

Facebook presents a unique need for consumer engagement. The social media network's algorithm, called EdgeRank, ranks engagement as one of its top factors (Prager, 2014). Prager explains if a company wants their posts to appear prominently in their followers' news feeds, the company needs to be engaging their audience – essentially their audience needs to be liking, commenting on and sharing the company's posts (2014). In order to accomplish this, companies need to understand their audience's motives for Facebook use and align their own motives for posting with the needs of the consumers.

This study seeks to examine the association between consumer engagement and types of motives brands have for posting. Consumer engagement includes users' likes, shares and comments of company Facebook posts – all of which can include different types of media, or none at all. According to Mashable, a company Facebook post including a photo gets 39 percent more interaction with users (Wasserman, 2012). Also, the study shows company Facebook posts including a call to action, like a promotion or incentive asking users to 'like' the post, increase the interaction rate by 48 percent (Wasserman, 2012).

Organizations

There are many types of organizations including nonprofit organizations, commercial or corporate organizations and government organizations. This study focuses

on two organization types: nonprofits and corporate brands. This study compares

corporate and nonprofit organizations since these two organization types are vastly

different in their structure and source of revenue, yet both corporate and nonprofits

organizations are generally active on social media. Nonprofits, or organizations that use

revenue for operations instead of profits, have not always had a strong social media

presence like many corporations have. Nonprofits have begun to develop social media

marketing strategies, although they are not often analyzed in research studies (Waters et

al., 2009). Due to new technology and the growing popularity of social media marketing

programs, it has become increasingly important for many nonprofits to advance their

goals on social networks like Facebook in order to reach their target audiences and

compete with corporations in an inexpensive way.

Corporate organizations, or corporations, are legal entities that are independent

and owned by shareholders. Many corporations, especially the corporations involved in

this study, have been using Facebook as a marketing outlet for years, yet not always in

the most effective way.

In their content analysis of Facebook pages that compared different types of

organizations, Park, Rodgers, and Stemmle (2011) found that nonprofit organizations

were taking greater advantage of the multimedia and interactive features afforded by

Facebook as compared to corporate, government, medical, or educational organizations

(Park, Rodgers, & Stemmle, 2011). These results suggest that social media may be

leveling the playing field for nonprofit organizations, whose budgets and staffs are

perhaps smaller than other organizations, such as commercial brands. However, it is

unclear for what purpose or motive these organizations post on Facebook, so it is

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essential to examine an organization's presumed motive to gain a greater understanding of what prompts social media use by organizations of different types – in this study, nonprofit vs. corporate brands.

Based on this review of the literature, as well as guided by the theories presented, the present research proposes to examine the following hypotheses:

Hypotheses

H1: Companies and nonprofit organizations are more often posting with intrinsic motivations than with extrinsic motivations.

H2: There is an association between identified corporate/nonprofit motives and number of comments, likes and shares by consumers.

H3: There is a differing level of consumer engagement between corporate and nonprofit organizations' Facebook pages.

Ch. 3 METHOD

Content Analysis

The method for this study included a content analysis of 10 corporate and 10 nonprofit organizations' Facebook pages over the time period of one month (The researcher will explain how this time period was chosen in the sampling frame section). A content analysis can be defined as a detailed examination of human conversation, or "the systematic, objective, quantitative analysis of message characteristics" (Neuendorf, 2002, p. 1). According to *Business Insider* (2012), the 10 most popular companies on Facebook are Coca-Cola, Disney, Converse, Starbucks, Red Bull, Oreo, Walmart, McDonald's, Pringles and Skittles. According to *Top Nonprofits* (2014), the 10 most popular nonprofits on Facebook are TED, National Public Radio (NPR), United Nations Children's Fund (UNICEF), Invisible Children, PETA (People for the Ethical Treatment of Animals), United States Olympic Committee (USOC), WikiLeaks, Wounded Warrior Project (WWP), Humane Society of the United States (HSUS) and Public Broadcasting Service (PBS). This study will analyze these companies since the top 10 corporate and top 10 nonprofit organizations are the best exemplars that researchers can learn from by studying their postings. Gaining insights from what the most popular brands and nonprofits on Facebook are posting is crucial to learning how to effectively market to users on Facebook. To address H1, data was inferred from analysis of Facebook posts from the 20 organizations' Facebook pages. During analysis, the types of messages included in the Facebook posts inferred brand motives.

The 20 brands mentioned above were used in this study since they are the brands and nonprofits with the highest number of 'likes' on Facebook, an essential component of this study's H2. To further address H2, different types of posts (incentive provision, product promotion or information provision) were coded in relation to number of likes, shares and comments (signs of engagement), as well as by intrinsic or extrinsic motivation. This study sought to discover motives in connection to usage behavior from Facebook users' communication with company and nonprofit Facebook pages. Krippendorff (2013) explains inference of the messages from a certain text is a basic conceptual component of a content analysis. This study sought to address H1 by making inferences about company motives based on the messages in the Facebook posts.

Content analysis was chosen for its ability to examine and identify companies' motivations behind their Facebook usage behavior (Rodgers & Chen, 2005) and discover a data-context relationship among different variables. Content analysis was also chosen as the method for this study because content analysis allows for the study, analysis and inference of Facebook communication in a quantitative, objective and systematic way (Kerlinger, 1986). The selection of companies to analyze came from a convenience sample including the most popular company and nonprofit pages on Facebook, or the company and nonprofit pages with the most 'likes.' This study sought to make generalizable conclusions from a certain message set, or in this case, several posts from the 20 mentioned company Facebook pages.

Wimmer and Dominick (2011) explain the 10 steps in a content analysis are (1) developing a research question, (2) defining the 'universe,' (3) picking a sampling frame, (4) choosing a unit of analysis, (5) constructing categories, (6) developing a

quantification system, (7) training coders and establishing reliability, (8) complete the

coding procedure, (9) analyze the data collected and (10) draw conclusions from the

results.

The research design involving a content analysis allowed for maximum

dependability since a large amount of previous scholarly research and theoretical

framework was applied to the approach. After analyzing several qualitative and

quantitative methods in hopes of narrowing down a method, a content analysis was

selected. This process included developing a list of strengths and weaknesses of each

method in relation to the topic of study. After examination of the list, a content analysis

was chosen.

Sampling Frame

A month is a sufficient period of time for this study since a month is long enough

to see a variance in types of Facebook posts. Using a random number generator from

Random.org of the numbers (months) one through 12, the number (month) seven was

chosen. The number seven correlates with the month of July. Therefore, the first 15 posts

from the month of July of 2014 were used in this study. 15 posts from each of the 20

organizations was a number that would produce a large enough sample from which to

gather data. The sampling procedure resulted in a total of 279 Facebook posts for analysis

– 15 posts for each of the top 10 commercial brands and top 10 nonprofits on Facebook

(with the exception of a couple organizations that did not have 15 total posts in July).

Unit of Analysis

According to Wimmer and Dominick (2011), a unit of analysis in a content

analysis can be defined as the smallest item that the researcher counts as he or she comes

across it. For this study, the unit of analysis was Facebook posts, specifically 279 posts –

the first 15 posts from July 2014 from each of the 20 companies under analysis. The

researcher identified motives and types of motives (intrinsic or extrinsic) using inference

from the text in the Facebook posts; she determined the motive used in the post after

reading the post's text a couple times.

Other units of analysis used in this study were number of 'likes' on the company

Facebook page and number of 'likes,' shares and comments on the individual Facebook

posts. To determine these units of analysis, the researcher acquired quantitative data

provided by Facebook on the actual company Facebook page. For example, two of the

posts from the same company may have had the same number of company Facebook

page 'likes,' but they each have a different number of individual post 'likes' and

potentially a different motive in the post, which were inferred from the message by the

researcher.

Coding Procedure and Scheme

A content analysis was conducted where a Facebook post served as the unit of

analysis. Coding categories were based on previous studies involving social media

(Rodgers, & Stemmle, 2013), and all categories exemplified the property of exhaustivity,

since each Facebook post fit into the categories in the codebook (Wimmer & Dominick,

2011). If 10 percent or less of the Facebook posts analyzed fell into the 'other' category,

the research remains acceptable (Wimmer & Dominick, 2011). The coding of this study

met this criteria. Thus, all categories were assumed to be mutually exclusive.

Regarding categorization variables, each Facebook post in the sample was coded

for basic information including the following nominal variables: (1) name of company,

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(2) number of page likes, (3) date of post, (4) number of likes on post, (5) number of

comments on post and (6) number of shares on post. Then, each Facebook post will be

further coded according to the following variables: (7) motive of post: (a) information

provision, (b) reward provision, (c) product promotion or (d) other and (8) type of motive

in post: (a) intrinsic, (b) extrinsic or (c) both.

Intracoder Reliability

Intracoder reliability is a method used by researchers to establish a consistency

within a coder's own coding process (Wimmer & Dominick, 2011). Unlike intercoder

reliability, which requires at least two coders, intracoder reliability is established in

studies with only one coder. Having one coder, and conducting intracoder reliability, is

considered acceptable for an M.A. thesis (as opposed to a doctoral dissertation). To test

for a consistent coding process, the coder usually codes a subset of the 'text' under

analysis at a certain time and then codes the same content again at a later time, when the

content from the first coding is usually forgotten (Wimmer & Dominick, 2011).

Neuendorf (2002) states reliability scores of .80 (or 80 percent) or higher are generally

desired, yet researchers consider scores of .70 (or 70 percent) or higher to be adequate.

Intracoder reliability was extremely crucial in this study since it estimated the relative

consistency of the coder's own coding judgments of the same content at different times.

Using the codebook, the researcher coded 30 posts, or 10 percent of the total

expected sample data. At a later time, the same 30 posts were coded again and checked

for reliability. The 30 posts were randomly selected from each of the 20 company

Facebook pages. Lombard (2002) suggests applying Scott's Pi statistic, a popular

reliability statistic use in communication studies, when dealing with nominal variables,

like the variables in this study. Using Scott's Pi method, the reliability score for each variable in the researcher's coding was found to be 1.00, or 100 percent. The researcher coded the 30 posts with all the same variables both times. Despite a lapse of time in between both coding procedures, the researcher/coder was able to maintain a full level of consistency in coding.

Data Analysis

Data analysis was conducted in SPSS. After the intracoder reliability was established at the beginning, middle and end of the study, and all variables were deemed reliable at the .80 minimum level, data was analyzed. H1 was examined with straightforward descriptive statistics consisting of the total number and percentages of types of brand motives coded. H2 was examined with an MANOVA using motives as the independent variable and the engagement factors (Likes, number of followers, comments, shares) as the dependent variables. The F-statistic is the statistic that helps to determine whether or not the results will meet the minimum p-value of .05 whereby results will be deemed statistically significant. The goal was to see whether the identified motives demonstrate differences on the dependent variables. The researcher used a chi square statistical analysis of motive (information provision, incentive provision and product promotion) and motive type (intrinsic or extrinsic) to examine the posts.

Findings

H1: Companies and nonprofit organizations are more often posting with intrinsic motivations than with extrinsic motivations.

Engagement was "calculated" using the total number of likes, comments and shares. To examine H1, engagement for an information provision post included 12,052 likes, 370 comments and 2,425 shares. For a reward provision post, engagement included 20,462 likes, 246 comments and 795 shares. For a production promotion post, engagement included a total of 7,717 likes, 222 comments and 434 shares.

Posts that provided consumers with information had the most comments and shares, while posts that rewarded consumers had the most likes. Just over half (51%, $n = 279$) of all Facebook posts analyzed demonstrated intrinsic motivations, as expected. In comparison, only 9% ($n = 279$) of all posts were extrinsically motivated. In total, 155 posts ($n = 279$) promoted the company or nonprofit's product.

Descriptive Statistics				
	Motive	Mean	Std. Deviation	N
Likes	1	12051.09	27744.046	109
	2	20462.40	52186.749	10
	3	7717.04	16221.094	155
	4	1362.40	1407.378	5
	Total	9753.21	23297.285	279
Comments	1	369.88	1034.455	109
	2	246.90	562.418	10
	3	222.26	520.411	155
	4	32.00	28.671	5
	Total	277.41	762.997	279
Shares	1	2425.03	5943.323	109
	2	795.00	1827.723	10
	3	434.70	905.613	155
	4	89.40	143.408	5
	Total	1219.01	3902.316	279
Page Likes	1	11455018.49	15512630.111	109
	2	23509211.00	18941069.679	10
	3	23647640.41	19045059.057	155
	4	42231376.60	4251007.615	5
	Total	19212294.88	18736223.201	279

Figure 1. The mean and standard deviation of each dependent variable (engagement factors), organized by motive category.

H2: There is an association between identified corporate/nonprofit motives and number of comments, likes and shares by consumers.

To determine whether the identified motives demonstrated differences on engagement factors, a chi-square analysis was conducted. The researcher found that for information provision posts, half of all posts (50%, $n = 109$) were both intrinsically and extrinsically motivated. Results showed that the majority of reward provision posts were both intrinsically and extrinsically motivated (60% $n = 10$). For production promotion posts, the majority (67%, $n = 155$) of posts were intrinsically motivated.

The research concluded that there is a statistically significant difference in consumer engagement (number of likes, shares and comments) based on the motive of

the Facebook post, F (12,720) = 4.69, p < .0005; Wilk's Λ = 0.819, partial η² = .64.

χ(1) = 54.090, p<.05, which means there is a statistically significant association between motive and motive type as well.

Because the percentage of Facebook posts with a motive in the "other" category was less than 2 percent of the total posts coded, those posts were excluded from the subsequent data analysis in order to interpret the analysis more clearly.
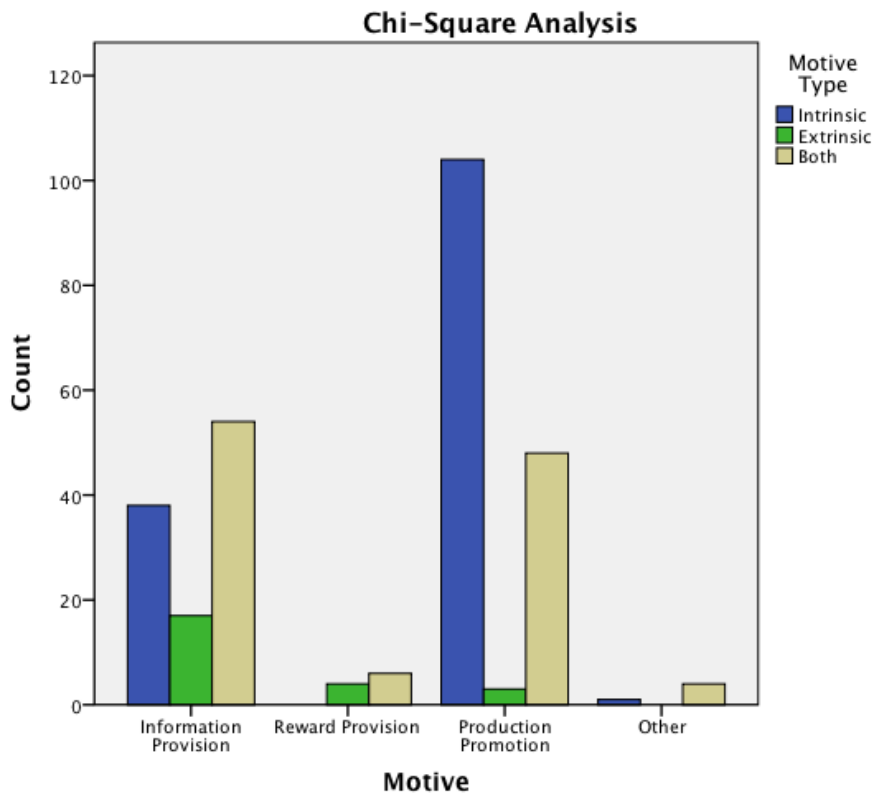

Figure 2. Four categories of companies' motives of Facebook posts.

H3: There is a differing level of consumer engagement between corporate and nonprofit organizations' Facebook pages.

On average, the number of likes for a corporation's post was 11,167 (*SD* = 24,851). For nonprofits, the average number of likes per post was 8,538 (*SD* = 21,884.41).

For post comments, corporations had an average of 276 (*SD* = 586.13), and nonprofits had an average of 279 (*SD* = 889). Although corporations had a higher number of likes on average, nonprofits, in general, elicited more comments from users. When considering this, it is important to remember that not every corporation posted on Facebook 15 times within in the specified time, and every corporation had at least 15 posts. Results are still considered useful since almost every corporation had at least 15 posts.

In contrast, corporations had an average of 417 (*SD* = 1093) shares per post, while nonprofits had an average of 1,909 (*SD* = 5,133). For total page likes, corporations had an average of 37,929,270 (*SD* = 10,172,018.1) and nonprofits had an average of 3,115,696 (*SD* = 1,114,036.67).

Discussion

This study was a content analysis of 20 Facebook pages from 10 nonprofit organizations and 10 corporations, and the companies' motives for communicating with consumers on the social media network. While prior studies have focused on identifying consumer motivations for social media use, the current study identifies marketers' motivations for communicating with their audiences on social media, specifically, Facebook. Furthermore, the study sought to discover whether corporate brands, with greater advertising budgets, leads to higher consumer engagement on social media or whether social media levels the playing field enabling nonprofit organizations to compete with big corporations to engage consumers on Facebook. Guided by the research question, 'What are companies' motives for posting on company/organizations' Facebook pages?' this study sought to examine whether an association exists between company posting

motives and number of consumer followers/posters. The study also compared the level of consumer engagement between corporate and nonprofit Facebook pages. This was accomplished with findings from a content analysis of Facebook posts from the top 10 corporate brands and top 10 nonprofit brands' brands' Facebook pages. The researcher identified company motives by assessing Facebook posts attempting to engage consumers on Facebook and actions and attitudes (posted by consumers). After identifying companies' intrinsic and extrinsic motives from a content analysis of the Facebook pages, implications are discussed.

For H1, results found that majority of posts analyzed promoted the corporate or nonprofit organizations' product or service and were intrinsically motivated. Theoretically, these results add value to SDT because they find that corporations and nonprofits are most often using Facebook to promote their own products in an intrinsic manner. Intrinsic product promotion is a major motive that organizations have for connecting with their consumers as a part of their marketing strategy. Results suggest that companies and nonprofits seemed to use Facebook as a way of communicating information, whether it is pertinent or simply fun, to their consumers. They also used Facebook as a promotional tool, often including their product or service in almost every post. Prior to the study, it was not clear whether companies posted more often with an intrinsic or extrinsic motive, and now it is clear that a large majority of company Facebook posts are intrinsically motivated. To further improve the use of SDT in the context of Facebook, researchers could identify several more specific, detailed motives to code.

In regards to H2, the research concluded that there is a statistically significant difference in consumer engagement (number of likes, shares and comments) based on the motive of the Facebook post. Posts with a motive of product promotion had the lowest engagement in terms of comments and likes, two of the main engagement factors. This is important for marketers to understand that reward provision and information provision posts can often engage their audiences more effectively than posts that simply promote the marketers' products or services. The root of SDT is the investigation of motivation exhibition, and this study advances the research through its identification of the different motives companies have for posting and its analysis of how those motives engage Facebook users. In further studies, researchers could replicate this study across other social media platforms to discover how different social media networks affect the types of motives organizations use when posting.

For H3, corporations and nonprofits differed on levels of engagement. Corporations have more overall page likes and post likes, while nonprofits had more comments and shares on average. These results add a new level of sophistication to the study of social media marketing since the consumer engagement levels between corporation and nonprofit organizations on Facebook have not been analyzed in theoretical research prior to this study.

Practical Implications

This research further suggests that studying the strategy behind and effectiveness of social media marketing is crucial for companies to understand how to best engage with their audience. Surprisingly, nonprofits can compete with corporations on the social

media landscape, as long as they have a wide following and money to back up their organization.

This is an important implication for nonprofits hoping to strengthen their social media engagement in order to connect with their consumers. Unfortunately, smaller nonprofits may not have the same advantage as the larger, well known and financially stable organizations analyzed in this study.

Corporations and nonprofits differ in the types of engagement they have with users; corporations, in general, have more page likes and individual post likes, while nonprofits receive more comments and shares on their posts. Nonprofits seem to create posts that call for a more thorough response (commenting or sharing), and large consumer-goods corporations seem to more often create posts that call for simpler forms of engagement, such a 'like.'

Because this study found that the identified dependent variables (engagement factors) are statistically different based on the type of motive behind the Facebook post, marketers can plan accordingly and strategize their motives for posting.

With ever-changing new technology, it is now more than ever important to analyze and understand the social media landscape. Social media as an industry will continue to grow, and it's important for companies and nonprofits to understand how to effectively market to their consumer bases on social media platforms.

Limitations and Future Research

Like every research project, this research study had some limitations. To better understand how companies can market to their desired audience, further study in other

social media channels, such as Twitter, is needed. Further research spanning across other popular social media channels would solidify the study.

Another limitation lay in the nature of Facebook as the world's largest social media network. With millions of total posts, the researcher was able to analyze the motives of only 15 Facebook posts per company. In order to more fully capture the statistics, future research can analyze a larger number of posts per company.

Ch. 5 CONCLUSION

This study contributes to research that intersects corporate/nonprofit motives for using social media marketing and online consumer engagement. Theoretically, the results demonstrate that in order to optimize marketing performance, companies must understand whether certain motivations are fostered or undermined (Deci & Ryan, 2000). In sum, with a better understanding of how consumers engage with companies on social media based on the companies' motives for posting, companies and nonprofits can develop more effective marketing strategies to utilize on social media networks such as Facebook.

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APPENDIXES

Appendix A: Coding Sheet

(Please fill in the blank or circle the appropriate number)

1. Name of company
   1 = Coca-Cola
   2 = Disney
   3 = Red Bull
   4 = Converse
   5 = Starbucks
   6 = Oreo
   7 = Walmart
   8 = McDonald's
   9 = Pringles
   10 = Skittles
   11 = TED
   12 = National Public Radio
   13 = United Nations Children Fund (UNICEF)
   14 = Invisible Children
   15 = People for the Ethical Treatment of Animals (PETA)
   16 = United States Olympic Committee (USOC)
   17 = WikiLeaks
   18 = Wounded Warrior Project (WWP)
   19 = Humane Society of the United States (HSUS)
   20 = Public Broadcasting Service (PBS)

2. Number of page likes: _____

3. Date of post (ex: MM/DD/YY): _____

4. Number of likes on post: _____

5. Number of comments on post: _____

6. Number of shares on post: _____

7. Brand/nonprofit motive of post:
   1 = Information provision
   2 = Reward provision
   3 = Product promotion
   4 = Other: _____

8. Brand/nonprofit type of motive in post:

1 = Intrinsic
2 = Extrinsic
3 = Both

Appendix B: Coding Instructions

1. **Name of company** – Please provide the number that correlates with the name of the company or nonprofit whose Facebook page you are analyzing. You can find the name of the company or nonprofit at the top left of the page under the cover photo (usually next to a small blue checkmark). The companies under analysis include:

1	= Coca-Cola
2	= Disney
3	= Red Bull
4	= Converse
5	= Starbucks
6	= Oreo
7	= Walmart
8	= McDonald's
9	= Pringles
10	= Skittles
11	= TED
12	= National Public Radio
13	= United Nations Children Fund (UNICEF)
14	= Invisible Children
15	= People for the Ethical Treatment of Animals (PETA)
16	= United States Olympic Committee (USOC)
17	= WikiLeaks
18	= Wounded Warrior Project (WWP)
19	= Humane Society of the United States (HSUS)
20	= Public Broadcasting Service (PBS)

2. **Number of page likes** – Please indicate the number of total 'likes' of the company's Facebook page. You can find the numerical amount of page 'likes' under the name of the company at the top left of the page, or near the top middle of the page next to a 'thumbs up' emoticon.

3. **Date of post** – Please indicate the day, month and year of the Facebook post you are coding. The date can be found at the top left of the post. Please provide the date in the same format it is listed on the post, or Month/Date/Year (ex: 12/12/12).

4. **Number of likes on post** – Please indicate the total number of 'likes' of the post you are analyzing. You can find the numerical amount of post 'likes' at the bottom left of the post. The post will say, for example, "2,789 people like this."

5. **Number of comments on post** – Please indicate the total number of comments on the post you are analyzing. You can find the numerical amount of comments at the bottom right of the post. The post will say, for example, "2 out of 115" comments, which means there are 115 total comments on that particular post.

6. **Number of shares on post** – Please indicate the total number of times the post has been shared. You can find the numerical amount of shares in the bottom right of the post next to an emoticon that looks like a notepad. For example, there may be a "60" next to a small notebook emoticon, which means there have been 60 shares of that particular post.

7. **Brand/nonprofit motive of post** – Please indicate the type of motive that aligns most closely with the post you are analyzing. To do so, read the post a few times and determine which of the following motives correlates with the message conveyed by the brand in the post. Please select <u>only</u> one motive. If the post conveys more than one motive, choose the dominant motive. If you feel the post does not convey any of the following motives, choose 'other' and write in a short description of the motive you believe the company had for posting the certain message.

     1 = <u>Information provision</u>: The post solely provides information relevant to customers, without any promotion of the company's product.

     2 = <u>Reward provision</u>: The post is a promotion that provides an incentive to the consumer, such as a reward, coupon or discount.

     3 = <u>Product promotion</u>: The post advertises a featured product or service.

     4 = <u>Other</u>: The post does not fit into another type of motive listed above.

8. **Brand/nonprofit type of motive in post** – Please indicate the type of motive used in the post. To do so, read the post thoroughly and determine whether the text in the post has an intrinsic or extrinsic motivation associated with it. Posts with text involving external rewards for users would be considered extrinsic, and posts with text involving the company's own accomplishments would be considered intrinsic. Please code the post with the corresponding number, so, for example, if the text in the post sounds like the company is bragging about itself or trying to make the company look favorable, the post would be coded as 1. If the post seems to include both types of motivations, choose 'both.'

     1 = <u>Intrinsic</u>: The text in the post seems to give a feel of intrinsic motivation from the company posting. The text seems to be for the benefit of the organization itself and not the consumer/user. The text seems to be making the company look favorable. One example of an intrinsic post is this Facebook post from McDonald's, "World famous. #FrenchFries." The post text seems to be intrinsically motivated since the organization is bragging about its product by saying the product is "world famous" without offering any type of benefit to the reader of the post.

     2 = <u>Extrinsic</u>: The text in the post seems to give a feel of extrinsic motivation from the company posting. The text directly benefits the consumer in some way, whether it is through a reward provision or valuable information provision. The text seems to favor the consumer. One example of an extrinsic post is this Facebook post from Starbucks,

"#TreatReceipt is back! $2 iced drinks after 2pm with your morning receipt." The post text seems to be extrinsically motivated since the post is rewarding the user by allowing them to receive $2 off of their iced drinks at Starbucks.

3 = <u>Both</u>: The post includes a combination of intrinsic and extrinsic motivations.